

# Sales Management

THE MAGAZINE OF MARKETING

## U. S. INDIVIDUAL INCOME TAX RETURN FOR CALENDAR YEAR 1951

1951

FORM 1040  
U. S. Treasury Department  
Internal Revenue Service

### 7 Ways You Can Minimize This Year's Income Tax "Bite"

BY J. K. LASSER

Turn to page 24

Your  
exemptions

1. Last year you had no income, or you list also her (or his) name.

A (Your name)

B (Your wife's name—don't list if exemption is claimed for her)

C. List names of your children (including stepchildren and legally adopted children) with 1951 gross incomes of less than \$600 who received more than one-half of their support from you in 1951. See Instructions.

D. Enter number of exemptions claimed for close relatives listed in Schedule J on page 2.

E. Enter total number of exemptions claimed in A to D above.

2. Enter your total wages, salaries, bonuses, commissions, and other compensation received in 1951, before payroll deductions. Persons claiming traveling or reimbursed expenses, see Instructions.

Your  
income

If you received dividends, interest, or any other income, give details on page 2 and enter the amounts on lines 3, 4, and 5.

CHARTISTICS—BRAD FLINT

SALES MANAGEMENT'S BIGGEST CAUSE  
FOR SHAME: SALESMEN'S TURNOVER  
DEALERS REVEAL DISPLAY PREFERENCES

A  
BILL  
BROTHERS  
PUBLICATION

FIFTY CENTS

MAR·15·1952



R. BOSTON

Turnover Charts  
Motion Pictures  
Slidefilms  
Meeting Guides  
Poster Charts  
Banners  
Meeting Equipment

# Visual Impact

**FOR YOUR MEETING!**

Convention Plans  
Speech Coaching  
Television Commercials  
Demonstration Devices  
Screen Advertising  
Skits  
Animated Cartoons  
Training Manuals  
Pictorial Booklets  
Transparencies  
Slides  
Film Distribution  
Tape Recordings  
Disc Recordings  
Training Devices  
Quiz Materials  
Promotion Pieces  
Pageants  
Stage Presentations  
Portable Stages  
Projection Service  
Film Productions in Color  
Field Surveys  
Convention Supervision

One-Stop Service

Words alone may be weak. When it comes to getting ideas across, the same words fired with the extra *punch* of effective visual support become explicit. Hard-hitting facts are packed with meaning. The meaning that sinks in—inspires *thought* and *action*!

The Jam Handy Organization makes up teams of specialists to create meeting materials that go straight to the core of your problems. They dramatize the facts. They make *ideas* elbow their way into the minds of crowds. They present them pleasantly to groups which you want to penetrate.

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Call or write the Jam Handy office nearest you the next time you plan a meeting. Let us show you how we can help you with One-Stop Service on materials to make your meetings more effective.

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**NEW YORK CITY  
FOOD STORES THAT DO  
59% OF THE TOTAL RETAIL  
GROCERY BUSINESS USE  
MORE THAN TWICE AS  
MUCH ADVERTISING IN  
THE JOURNAL-AMERICAN  
AS THEY USE IN ANY OTHER  
NEW YORK NEWSPAPER**

*FOLLOW THE LEADER  
INTO 700,000 NEW YORK HOMES*

NATIONALLY REPRESENTED BY  
HEARST ADVERTISING SERVICE

**Journal** NEW YORK **American**

AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER

MARCH 15, 1952



**Want to nail down  
some new markets  
... for the selling  
years ahead?**

**Then the time to do something  
about it is now**

The people we can sell *today* must be our primary concern... but we can never take the markets of tomorrow for granted. That's why many companies are finding that, even though their present selling efforts must be restricted, this is an excellent time to do some exploratory digging into new markets. The possibilities uncovered now will bear fruit in the selling years to come.

New Equipment Digest is an ideal advertising medium for this kind of searching job. Its high readership among 200,000 executives in all types of industry... and its responsive audience... help you to find out where your best market opportunities are.

- 65,500 COPIES (Total Distribution)
- 200,000 READERS
- in 42,024 PLANTS

A PENTON PUBLICATION  
1213 West Third Street  
Cleveland 13, Ohio



**NEW  
EQUIPMENT  
DIGEST**

# Sales Management

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Dealer Ties for Porter-Cable

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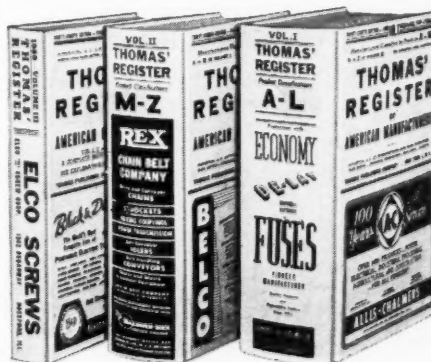
**9,956**  
**Thomas Register**  
**Advertisers used**  
**37,281**  
**Product**  
**advertisements**  
**in the 1952 Edition!**

These important advertisers stand as vital proof that T. R. produces Substantial Results . . . Thomas Register is the foundation of industrial advertising programs.

The Only Paid Circulation  
in the field—  
ABC 96% Paid

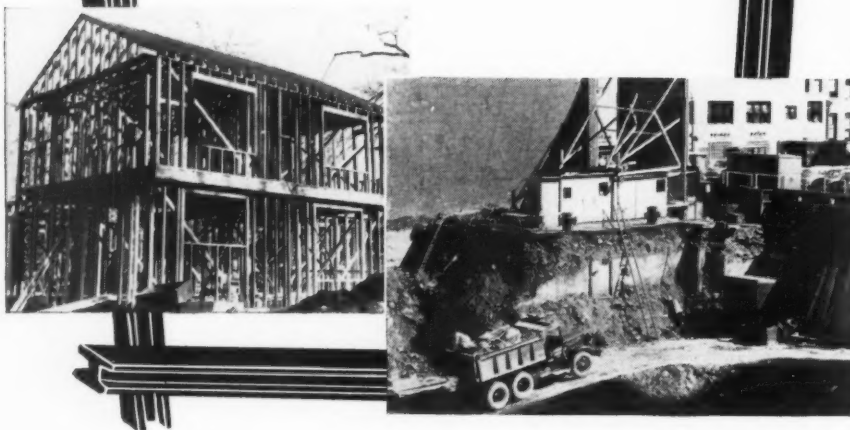
**THOMAS**  
**REGISTER**

461 EIGHTH AVENUE — NEW YORK 1, N. Y.





# New Construction in Worcester Jumps 60%



Valuation of Worcester construction reached a record-breaking \$26,828,326 in 1951, exceeding the previous year by 60 per cent! This tremendous build-up, representing 571 new homes and \$14,121,951 in new plant facilities and other non-residential construction, is a strong indication of the prosperous, expanding Worcester Market.

1. high  
buying  
power



WORCESTER'S WONDROUS TWINS

And for a build-up in your product sales in this active market, advertise consistently in the Worcester Telegram-Gazette, the newspapers that blanket the area. Daily circulation exceeds 150,000, Sunday over 100,000.



2. intensive  
newspaper  
coverage

**The TELEGRAM-GAZETTE**  
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS OF RADIO STATION WTAG and WTAG-FM



EXECUTIVE OFFICES, 386 Fourth Avenue,  
New York 16, N. Y. Lexington 2-1760

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\$8.00 a year; Canada, \$9.00; Foreign \$10.00

## SALES MEETINGS

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## OFFICERS

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TREASURER.....Edward Lyman Bill  
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Merrill V. Reed, W. E. Dunsby, R. E. Smallwood

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Inc.

Member



March 15, 1952

Volume 68

No. 6

# MAKING YOUR MOVE

The **CHALLENGE** is **ROUGH, FAST** and **RESTLESS**.

When will you move? Where will it count most?

To meet **VARIANCE**

in Profit Areas  
in Distribution  
in Climatic Conditions  
in Local or Regional Preference  
in Distributor Needs

**PICTORIAL REVIEW**

**IS THE LARGEST SPLIT RUN MEDIUM IN AMERICA**

Make your move in any of its Ten Markets—Test it wherever and whenever you like

**BOSTON • NEW YORK • BALTIMORE  
PITTSBURGH • DETROIT • MILWAUKEE  
CHICAGO • SEATTLE • LOS ANGELES  
SAN FRANCISCO**

- ✓ Buy one city —
- ✓ some or all
- ✓ the choice is yours



REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

Doesn't that  
projector ever  
get a rest?



## BOOST BUSINESS WHILE CUTTING JOB TRAINING COSTS WITH THIS *Amazing, Lightweight* **Ampro Projector**

You, too, will find the Ampro Stylist Projector an invaluable tool for cutting job training time, boosting sales, furthering public and personnel relations . . . plus many other jobs that'll keep it "on the go" from 9 to 5. No wonder the lightweight Stylist is a management favorite . . . your office boy can tote its compact 29 lbs. . . your secretary can thread and run it, thanks to simplified film cradle and centralized controls. In addition, you'll enjoy full hour showings without reel changes. Complete with 8" speaker and

**\$399<sup>00</sup>**



16mm SOUND PROJECTOR



AMPRO CORP.  
Department SM-3  
2835 N. Western Ave., Chicago 18, Illinois  
Rush FREE literature on amazing Ampro  
Stylist and name of nearest dealer.

Name.....

Address.....

City.....Zone.....State.....

# The Human Side

## Make 'em Unhappy

It was a case of "you-scratch-my-back-I'll-scratch-yours." General Electric instituted the back-scratching. And at the moment things between shrewd old G-E and New Orleans' D. H. Holmes department store have progressed to an out-and-out hand-holding stage.

Several months ago G-E approached Holmes and suggested that a mountain of its kitchen and laundry equipment could be moved, and a spate of additional Holmes merchandise to boot, if the store would allow the company to set up a kitchen-laundry which would be the last word. Actually the last word was Holmes', and it was "yes." The result was an ultra-modern room which has attracted so much attention and sold so much merchandise for Holmes that it is scheduled to remain on exhibition for several more months. This, despite the fact that G-E's room takes up 50 by 30 feet of premium space.

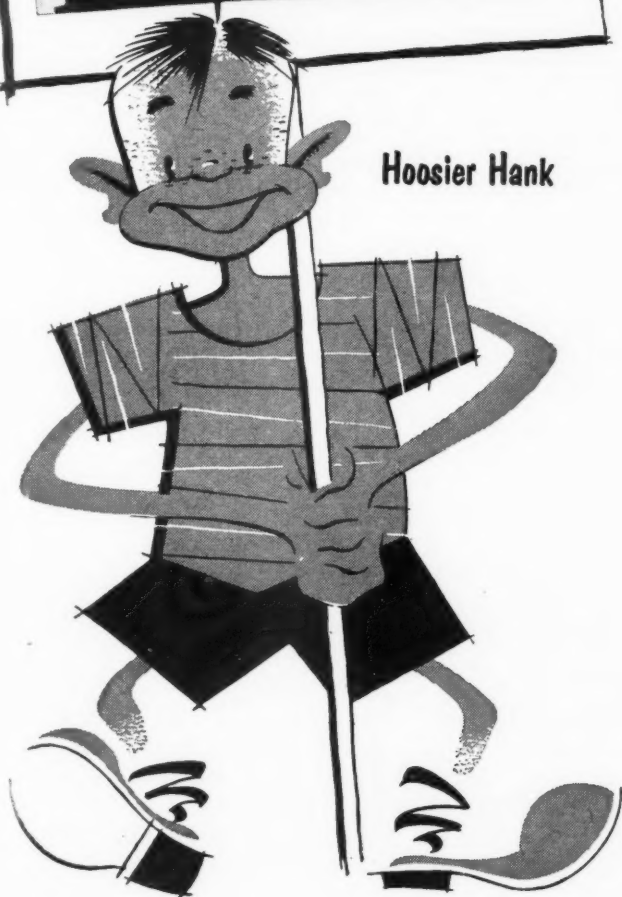
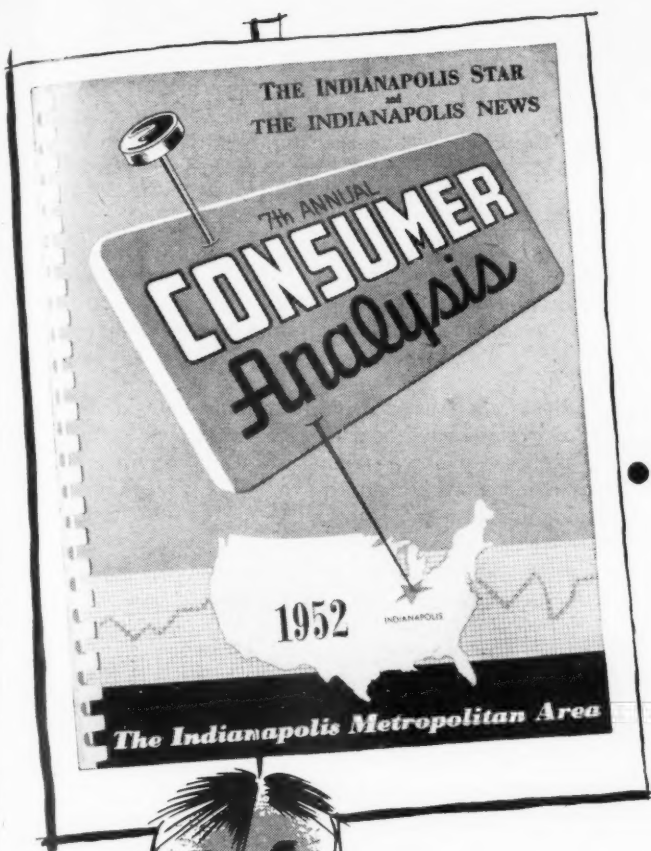
The kitchen-laundry, called "first of its kind in the world to be established in a department store," has been "an excellent combination of showmanship and hard-hitting advertising and merchandising," according to Holmes' Sidney L. Donnaud, sales promotion manager. For customers came to browse in the room—which contains a food freezer, refrigerator and range, electric sink including dishwasher and garbage disposal unit, laundry unit including water heater, electric clothes washer, dryer, ironer and hamper, bar and plenty of cabinets and work space—and stayed to buy kitchen clocks, curtains, paint and pots and pans.

G-E arranged with Holmes to promote the kitchen-laundry to the hilt. Into Holmes' front windows went special window displays built around G-E products and in key spots throughout the store other exhibits are on display. Even a home planner is on duty to show housewives how to restyle their kitchens.



YES, MAKE 'EM UNHAPPY with what they have and they'll buy replacements. G-E and D. H. Holmes have been proving it down in New Orleans.





Hoosier Hank

# ...IT'S COMING!

## Your 1952 Guide to the Bigger Indianapolis Market!

Get ready to map your new sales and advertising campaign in the strategic, expanding Indianapolis market! We're inviting requests now for the 1952 Consumer Analysis of the Indianapolis Metropolitan Area, the 7th annual report by The Indianapolis Star and The Indianapolis News. Due off the presses next month, this latest edition of the Indianapolis Consumer Analysis reveals consumer preferences and buying habits in 150 different product classifications, conveniently arranged in sections on foods, soaps and cleansers, toiletries and cosmetics, beverages, automotive and general. So, write us today for full details on all the vital market services that are yours to command here in bustling Indianapolis . . .

1. 7th Annual Consumer Analysis
2. Standard Market and Data Service
3. Personal Retail Contacts
4. Mailings to Trade
5. Spot Distribution Checks
6. Shopping Area Maps, Route Lists
7. Assistance at Sales Meetings

Reserve your copy of the new 1952 Consumer Analysis!

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES



### THE INDIANAPOLIS STAR

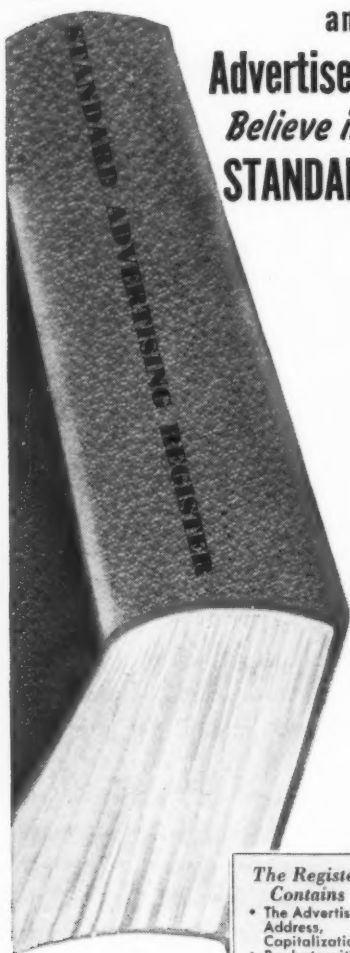
YOUR FIRST TEAM FOR SALES IN INDIANA

### THE INDIANAPOLIS NEWS

**STANDARD**  
*Believes in*  
**ADVERTISING**

and

**Advertisers**  
*Believe in*  
**STANDARD**



**The Register Contains**

- The Advertiser, Address, Capitalization
- Products with Trade Names
- Corporate Executives
- Advertising Manager
- Sales Manager
- Printing Buyer
- Advertising Agency
- Handling Account
- Account Executives
- Advertising Media Used
- Advertising Appropriations
- Character, Extent of Distribution

**W**HEN time counts — and you want to know the brand name of a product — what company makes it — the names of the officers (especially the Advertising Manager, the Advertising Agency) — where they advertise and how much they spend — you'll realize why the **STANDARD ADVERTISING REGISTER** belongs on your desk.

Better get the facts. Just drop us a line on your company letterhead and we'll do the rest.

**THE AGENCY LIST**

Standard source of information about 3,000 U.S. and Canadian advertising agencies with data on their recognition, personnel, and over 30,000 clients. Issued three times a year — the **AGENCY LIST** is part of **STANDARD'S** complete service or may be purchased separately.

**Free** Write for colored illustrated booklet giving full information about the **STANDARD ADVERTISING REGISTER** and Supplementary Services. It's yours for the asking.



**NATIONAL REGISTER PUBLISHING CO., INC.**

130 West 42nd Street  
New York 36, N. Y.

333 N. Michigan Avenue  
Chicago 1, Illinois

And Holmes was delighted to discover that women, visiting the room, got a buying bug for accessories to be used in rooms other than their kitchens. The store found that the kitchen provided an excellent showcase to display appliances, fabrics, glassware, linens, napkins, bar gadgets and even stationery. At least 20% of the women who have visited the kitchen have been willing to part with their names and addresses and have shown interest in either the kitchen-laundry as an entire unit which they'd like to own or in one or more of the appliances.

To whet appetites even further G-E's own staff of home economists were on hand during the first 10 days to give special demonstrations. The theme: "look-what-you've-been-missing-in-your-outmoded-kitchen."

And sales, not just in the kitchen department of the store, but in all housewares and furniture sections have jumped remarkably. Sales in department stores are supposedly down from last year's high; all over the country department store executives have been wringing their hands and screaming hard-times. But G-E and Holmes have proved that if you merchandise your stock to the hilt, if you season the pot with plenty of showmanship, people will *buy*.

## Whittler—Navy-Style

The whittler in this case—Bill Hynes—is a stripling of 26. Raised in Detroit, he always had a gadgety mind. And in the Navy he was assigned to the Addressograph Section of the San Diego Naval Air Station, in Supply and Fiscal Stock Control. His part in fighting the war was to strip plates out of addressograph holders so they could be used again for new addresses. A dirty, boring job . . . The plates were frozen in, gummed with ink. Many a nicely manicured fingernail has been broken on that task; many a nice office gal has developed a rich vocabulary telling herself what she thinks of it. But it's very important work in the Navy; it keeps the stock control system going. And William L. Hynes, SK2, thought there must be some better way in this mechanical age.

There *is* a machine which does the job, he discovered. But adapted to mass production it's pretty expensive and not available to his section.

So Bill went out into the shop on his own time, evenings, and carved a little plastic tool. It was still a hand operation but stripping plates was fast and clean. Bill's gadget was a U-shaped bar, with a metal projection, a spring clamp, a rubber bottom . . . One swift motion, zip! and the plate was out . . . Any office gal could do it, never break a fingernail, never lose her temper.

Lieutenant E. B. Barnett, administrative head of the section, saw the value of the tool and with Jack Ball, head of the Beneficial Suggestions section, helped Bill prepare a patent application. Then along came Stanley Dashew, Los Angeles manufacturer of addressing equipment and supplies. Somebody told him about the gadget and he saw that it had merit for his Dashew Business Machines line. Among hundreds of inventions on which he passes this one, he felt, had what it would take for commercial production.

Bill's little gadget needed some refinement for adaptation to every kind of address plate and for quantity production. A new Dow plastic was adopted as the material, the rubber grip was made from a special compound that doesn't react to chemicals in ink. It needed a trade name and it got one—"Dashastripper." Then it was given a market test by mail circularizing which brought enough orders to prove its national demand.

And Bill Hynes has a 20-year contract, is getting nice royalties. And when someone hands him a dirty job he'll undoubtedly *whittle* his way out.

# COMMENT

## Dead Cat on the Doorstep

... *Management's* dead cat. If yours is a company in which the rate of turnover on the sales force is excessive, we direct your attention to a group of three articles by Dr. Robert McMurry.

Any thoughtful man must shudder with shame at the abasement of human values and the mountainous dollar-waste represented by sales manpower turnover figures. We asked Dr. McMurry to dig deeply into this problem, to pull no punches, to write with all the conviction he has developed out of years of experience as an industrial psychologist and personnel consultant. He has done so. Some executives will shy away from taking what Dr. McMurry is dishing out. But others, we hope, will be encouraged to inquiry, analysis, and perhaps wholesale policy reform.

Here are four statements from the discussion. If, after digesting them, you are willing to go further, turn to page 102.

"Turnover is a major disease in business. You must recognize it as such."

"You don't *really* know why your turnover is so high. You live in a blissful state of isolation from your own field force."

"Blindness at the policy-forming level is often the biggest barrier to remedial action."

"You never will cure turnover until you decide to support a genuine fact-finding study . . . look the facts in the face . . . take corrective action. Without management support, any study of this kind will be quickly sabotaged because what it might reveal will be too dangerous to too many."

## Red Ink for Everybody

Now that the smoke has cleared after the settlement, it looks as though nobody "won" the 81-day strike by district agents against Prudential Insurance Co.

The company lost business, agents lost their earnings, and the settlement was just about equivalent to what the union could have had on the basis of the company's last offer before the men went out. Union members complain that the strike was mismanaged and ill-timed, and to whatever extent this may be true, the cause of unionism has suffered.

If such a strike can serve any constructive purpose, it may well be that the publicity attending it served as a reminder to management that far greater attention should be paid to relations between company and sales force. Far too few companies have any workable and systematic plan for "grievance drainage." Inequities in policies and operating methods build up dissatisfactions among the men in the field to the point where they finally fester and break out in open

## Which mower had more pull?

Reo knows the answer but it may surprise you

Identical mowers . . . pictured in identical ads. But one ad pulled three times as hard, because Reo put it in *Parade*, America's best-read Sunday magazine.



Want proof? Reo's ad in *Parade* got 607 readers for every advertising dollar spent, compared with 198 readers per dollar in another national weekly.

It's an old story! In the past 3½ years, *Parade* has led in readers per dollar for 651 of all 670 identical ads seen also in weekly and monthly magazines.



The difference? Smart editing. Surveys show *Parade* consistently tops all other magazines in readership. And *Parade's* circulation is 5 million strong . . . with 20% or more family coverage in 2000 rich markets.

Want to put more pull into your advertising?

Move into

**parade**





**NOW**, for the first time,  
**KNOW YOUR AD READERSHIP** in the  
*great Los Angeles Market!*

Exclusively  
 on the  
 West Coast  
 in the  
**HERALD-EXPRESS**  
 ... the  
 Daniel Starch  
 Continuing Study  
 of Newspaper  
 Readership

In all the West, *only* the Los Angeles Herald-Express is studied each month by the Starch Continuing Survey of Newspaper Readership.

This is your chance to **KNOW** how many people in the great Los Angeles market read your ads and associate them with your product. Ever since January, 1952, advertisers have been able to find out—with this service. Use this ideal testing ground in an ideal test market.

This is another example of how the Los Angeles Herald-Express helps you get the *full* power of the press!

**LOS ANGELES HERALD-EXPRESS**

*Represented Nationally by Moloney, Regan and Schmitt, Inc.*

revolt. These things are not talked out and adjusted before they reach a state of crisis. Even an apparently minor issue like automobile expense allowances can become a strike issue. . . . It was in the Prudential affair.

Factory and white-collar insiders in almost every progressive well-managed company today have been granted new types of security benefits. Salesmen want and need these too. They're big factors in morale and turnover. If management is reluctant to provide them, it is only giving the union people strong weapons which can be used as the basis of unionization drives. We've said it before: If unionization gains ground among sales forces, it will be for the same reason that it has gained ground elsewhere: It will be because management in some way *asked* for it.

## If It Isn't One Thing

. . . it's another in this business of product improvement. Perhaps it's a good thing that no one product can "have everything." When Hazel Bishop made such a spectacular entry into the lipstick field with her "indelible" formula, a dozen or more of the older cosmetic companies rushed in to produce something competitive. But it turns out there's one troublesome little "bug" in it from the consumer's point of view.

A customer charged up to the cosmetic counter in one of New York's department stores recently, when we were within earshot. Said the customer, "I bought one of your indelible lipsticks. Now tell me, how on earth do you get the stuff out of your handkerchiefs and your linen napkins?" The salesgirl threw up her hands. "I'm afraid you just don't," she said honestly. "If it's indelible on your face, it's going to be indelible on fabrics. You'll just have to use tissues." Now we see another version of the same thing: Lever Brothers' new Chlorodent tooth paste, which takes its name from its chlorophyll content, is a fairly deep green in color. At least at the moment nobody knows any way to make it anything other than green. While company promotion is capitalizing on the green as a symbol of the product's fresh minty flavor, here, too, is a product that will stain towels and wash cloths.

Maybe in both cases—lipstick and toothpaste—customers will find that the advantages outweigh the disadvantages and will accommodate themselves to the fabric-stain hazard. It's just this sort of thing that keeps the product research boys on their toes—and ultimately brings about steady product improvement.

## It Still Takes that "Bundle of Hay"

Taxes have moved so fast since 1946 that young John Fox was moved to say recently that it would be practically impossible to found another Minute Maid today. And he reminded his audience that his firm, founded in 1946, often is cited as an example of "See! It still can be done."

Fox meant that the present tax rate drains away so much of the customary cash reward—the "bundle of hay"—whether for investors, management, or salesmen. It's a sure bet that the sales chief and each one of his salesmen are worrying about this problem too: how to have more of their gross income left after taxes.

Box-car salary figures are meaningless as an index to real income. For ideas on how to restore the *real* incentive in pay we've turned to J. K. Lasser. His "7 Ways You Can Minimize This Year's Income Tax 'Bite'" will be of most use to executives earning more than \$10,000 a year. But while you apply these ideas to your own personal pay problem we hope that you will not forget that your salesmen look to you for a solution to their pressing pay problems, too. If you'd like to help on this problem we'll be glad to send to you a free copy of "Compensation for Salesmen," a bibliography of articles which have appeared in *SALES MANAGEMENT*.

**We** publish two good newspapers  
... they are read by everybody  
in and around Louisville

**We** sell advertising space at  
reasonable rates.  
It produces sales.

**The Courier-Journal**  
**THE LOUISVILLE TIMES**  
Owners and operators of  
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364,123 DAILY • 293,426 SUNDAY  
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blacklight activated  
**FLUORESCENT  
CHALK . . .**

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WITH  
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HEART OF  
THE PACIFIC  
NORTHWEST



# the Spokane

## MARKET FACTS THAT MEAN MORE SALES

★ **NET EFFECTIVE BUYING INCOME . . . UP 186%**  
1940, \$449,565,000—1950, \$1,285,270,000  
U. S. Gain for same period was only 169%

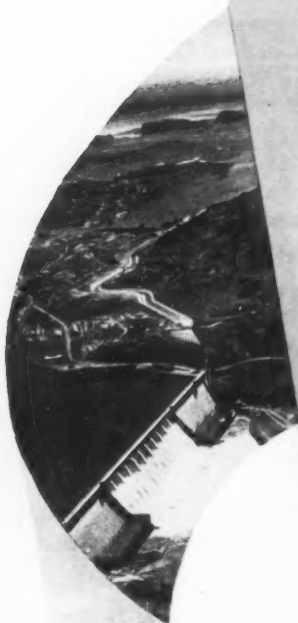
★ **TOTAL RETAIL SALES . . . UP 245%**  
1939, \$273,443,000—1950, \$942,522,000  
U. S. gain for same period was only 234%

★ **POPULATION . . . UP 31%**  
1940, 753,853—1950, 984,500

★ **BANK TRANSACTIONS . . . UP 12.7% IN YEAR\***  
1950, \$3,907,749,560—1951, \$4,404,964,999

★ **POSTAL RECEIPTS . . . UP 5.5% IN YEAR\***  
1950, \$2,342,667—1951, \$2,472,554

\*Spokane City  
Sources Sales Management, Spokane C. of C.





# SIGNIFICANT TRENDS

As seen by the Editor of Sales Management for the fortnight ending March 15, 1952

## THIS AWFUL DAY

You need no reminder of the meaning of March 15—and our front cover design is supposed to call attention to *next* March 15, and specifically to the article we commissioned J. K. Lasser to write for you. We commend it for your reading and it may save you hundreds or even thousands of dollars on your taxes for 1952 and future years.

A full knowledge of what you can do legally to ease your tax burden is going to be increasingly important, not only because of the high tax rates but because the tax scandals have led to increasing toughness on the part of Treasury agents. The Research Institute of America quotes an Indiana lawyer as saying, "Any taxpayer who laughs at the Bureau's tax-scandal troubles is laughing at his own funeral." The Commissioner of Internal Revenue has instructed agents to pay special attention to the following types of deductions: lavish traveling and entertainment expenses, business gifts and favors, executive expense allowances and disguised remuneration in the form of personal living items furnished to corporate officials. "Excessive" expenditures for advertising, research and development and repairs and maintenance are also being scrutinized, and the Commissioner of Internal Revenue states that World War II experience will enable the Bureau to segregate reasonable from unreasonable expenses. During that period the Bureau did not disallow any advertising expenditures where there was a clear intent on the part of the company to *sell*—either immediately or to build a demand for the future.

Many salesmen are going to be harassed on their travel expense deductions, and the Treasury has ruled that expenses are not to be allowed if incurred on travel in and around the "home" city, but some tax experts contend that the Treasury cannot make this stick in view of court decisions to the contrary. In the Irene Bell case (13 Tax Court 344) the court allowed properly supported expenses even in the suburbs of the city where the salesman lived.

Tax Expert Lasser advises salesmen to keep a record of all legitimate expenses so that refund claims can be filed if the rule is upset, and he interprets the salesman's home to be where he spends most of his time and makes most of his income.

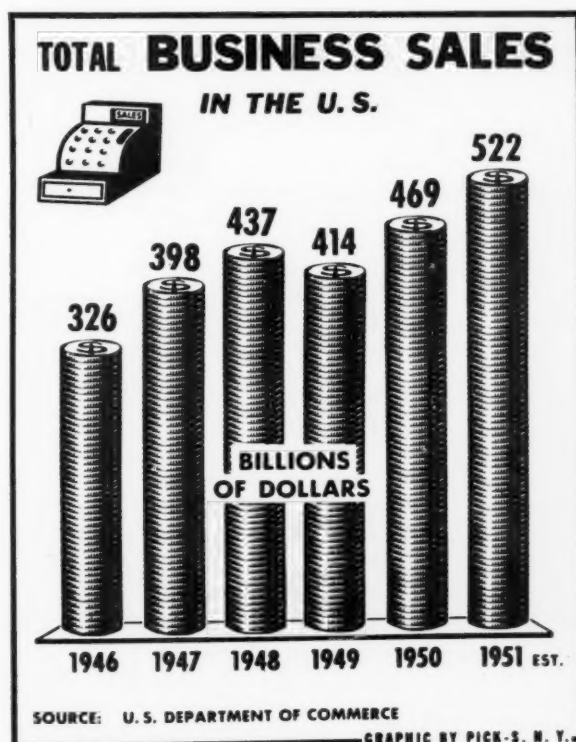
The Dartnell Corp. properly advises sales managers to urge salesmen to keep detailed and documented records on *all* business expenses incurred by them. Auto expenses, especially, should be broken down between personal and business, and in the case of "employed" salesmen, expenses incurred "at home" and "away from home" should be broken down. Salesmen should retain all bills and evidence of expenses, and keep a day-by-day expense record in *permanent form*, so that it can be retained for five years. Salesmen on a drawing account, which must

be repaid in the event they quit while overdrawn, pay tax only on commissions actually earned. If drawing accounts are "forgiven" under some sort of guarantee deal, then the entire amount drawn (if it exceeds commissions received) is subject to tax.

## CONSUMERS SITTING ON THEIR MONEY

Up to the moment we see no reason to withdraw our January 1 prediction that tough selling days lie ahead. Federal economists, after waiting a year for another burst of inflation, are rapidly coming 'round to the view that there just won't be any, and some are worrying about recession. Even those officials who are less fearful for the future are talking about tougher competition among businessmen, ups-and-downs in individual lines, and the likelihood of price cutting. Shoppers are getting more and more bargain conscious.

Dun & Bradstreet reports for the week ending February 29: "Although retail stores in most parts of the nation continue to feature attractive promotions, shoppers reduced their spending slightly in the week ended this Wednesday. Shoppers were much more selective than they were a year before, and frequently sought merchandise offered at sizable discounts." One of Philadelphia's largest department stores reports "they buy the loss leaders—and then kiss us goodbye."



Fears of metal shortages are pretty well dissipated, and what Earl Lifshy, managing editor of *Retailing Daily*, told a wallpaper convention is applicable to almost every line, and certainly to appliances. He said: "If the wallpaper industry wants to avoid being caught with its plants down, it must change its emphasis from production to marketing and distribution—and do it soon. . . . The way to accomplish that is not to bring out a new line each year, but rather to devote at least two years of intensive and intelligent selling effort on the existing line, instead of gumming up the market with a lot of unnecessary inventory."

Some manufacturers will disagree with his reasoning about an annual change of models—but who can argue against the need for more intelligent selling at the retail level? Our own continuing feature, "Adventures in Shopping," has been proving that point for a year and a half.

## WHAT'S AHEAD FOR FAIR TRADE?

Proponents of Fair Trade were encouraged late in February when two committees of the House reported out Fair Trade bills designed to reestablish the trade practices outlawed last spring by the Supreme Court. The next step in congressional action is clearance by the Rules Committee of the House.

Secretary of Commerce Sawyer endorsed Fair-Trading, but the Justice Department and the Federal Trade Commission are strongly opposed.

The best Washington opinion is that no Fair Trade bill will be passed this session by both Houses of Congress—and that the President would veto it anyway.

## WE LICK THE PLATE CLEAN

The other day at lunch a friend needed us for spending so much money on the preparation of market statistics—projects such as our annual *Survey of Buying Power*, the monthly *High Spot Cities*, etc.—and made the point that in almost any industry there were little, inexpensive "straws in the wind" which were faster and far more accurate indicators of business conditions. When pressed for an example he said, "Down in Miami, business interests used to spend tens of thousands of dollars to compile information about current conditions and trends in the tourist industry—and then they woke up to the fact that by merely weighing the garbage collections each day, and comparing them with the past, they had an indicator far more sensitive and accurate than any costly and scientific statistical service."

Was SALES MANAGEMENT going to be put out of business by a collection of garbage statistics? I wasn't alarmed, but I was intrigued, and I took the matter up with my friend, Lester R. Barnhill, of the *Miami Herald*. . . . There was some truth in the story—but the high cost of food has thrown this tourist volume indicator out of kilter in Miami Beach. Let's let Barnhill tell the story:

"For years the golden island has weighed all the garbage collected by the city and used it, along with other indices, to estimate the number of visitors. This year, the biggest ever for the gold coast of Florida, the garbage tabulator has gone

wacky. When the boys who keep tabs on such figures started probing, they found a very realistic story of our times, and also learned that the fall-off in garbage collections is not an exclusive feature of Miami Beach.

"A recent report from sanitary engineers from around the country shows that less and less food is being tossed into the garbage pails. More of it, the engineers assume, is going into stews and left-over concoctions. (Editor's note: Perhaps the sale of incinerators has a bearing on it, too.) In Miami Beach, as of mid-February, the visitors are not merely sampling their expensive cuts of meat and then tossing out the rest. They are eating what they order. And more and more visitors are crowding the lunch counters where there is nothing to discard from a sandwich and a drink, with potato salad on the side.

"On lowly garbage there is a fall-off of 18%—but right now it is next to impossible to get room on Miami Beach without advance reservations; Florida race track betting is up 26% and attendance 17%, while railroads report inbound traffic during January up 12% from the year before—and may I add, the *Miami Herald's* circulation, a very sensitive barometer of the people in the South Florida area, is running 14,000 ahead of the same period last year."

Well, there was a good idea gone wrong. SALES MANAGEMENT will continue to make its estimates without the benefit of an index of garbage collections.

## SIGNIFICANT SHORTS

**Eight years for Uncle Sam:** The average American, aged 29, can look forward to paying taxes totaling 22% of his earnings in the 36 years remaining of his working life, according to the *New York Journal of Commerce*. He will have the income from 28 of these years for himself, but Uncle Sam will get his pay for the other 8 years. But there is a silver lining; being average, the man will live to be 68, so for the last three years he can get a return from social security.

**And, speaking of folks 65 and up:** Today one American out of every 13 is 65 or older, and government experts predict that by 1980 one out of every seven will be in the golden age. Market-wise a maturing population means more money spent on drugs and medicines, more for vacations, more for heating and cooling devices, more for pre-cooked and packaged food delicacies.

**The battle of TV and the movies:** According to advance figures from the *Milwaukee Journal's* 1952 Consumer Analysis, almost one-half of the TV-owning families in Milwaukee haven't gone to the movies for more than six months. Set against this grim picture of the decline of a great industry is an item from *Variety* which states that over the February 22nd weekend the moving picture houses of the country took in more money at the box office than in any other three-day period. Three reasons were advanced for the upsurge: three holidays in a row, highest admission prices in history, a "rash" of top-drawer movies.

**Better living for more people:** According to the Northwestern National Life Insurance Co., the average American consumer is living 36% better than in 1939. The total production of all consumer goods and services is up 60% from that year, but the supply per person is only 36% larger because our population is 24 million greater. Also from the report, "The inflation of the money supply has taken away buying power, and therefore goods, from people living on savings, war bonds, insurance policies and fixed incomes."

**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT



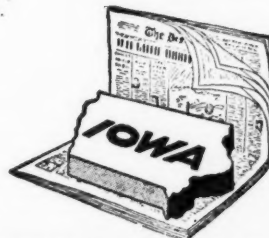
**"I told you we'd get orders from all over Iowa  
if we advertised in the Des Moines Sunday Register!"**

It will open your eyes . . . the ease of tapping this Iowa land of sales plenty.

Single-handed the Des Moines Sunday Register scouts up sales *everywhere* in this 3½ billion dollar market of 2½ million people. It's preferred reading every Sunday by more than 500,000 of Iowa's best families—city and farm.

Look at its coverage: In 79 out of Iowa's 99 counties, 50% to 100% families buy by it. In 12 more counties coverage is 40% to 49%. In the few others, it's at least 21%.

It's no wonder that only six other Sunday newspapers carry as much general advertising linage. Milline rate is \$1.86.



**PACKAGES A STATEWIDE URBAN  
MARKET RANKING AMONG  
AMERICA'S TOP 20 CITIES**

ABC CIRCULATION Sept. 30, 1951:  
Daily, 371,459—Sunday, 536,752

## THE DES MOINES REGISTER AND TRIBUNE

**Gardner Cowles, President**

Represented by:

Scolaro, Meeker & Scott—New York, Chicago, Detroit, Philadelphia  
Doyle & Hawley—Los Angeles and San Francisco



# Seven Ways You Can Minimize This Year's Income Tax "Bite"

A straight increase in salary won't mean much in 1952 if you're an executive in the five-figure class. Uncle Sam will take the lion's share of it. But you might get together with your management on some other arrangement to modify the punishment. One of America's tax experts tells how.

BY J. K. LASSER

Forewarned as you are, you cannot avoid the shock of your income tax bill. Even a daily tax consciousness throughout the year cannot deflect the full impact of the tax take on your earnings. New Year's resolutions fade into insignificance compared to the much more intense determination that next year's tax must be lower. How can you do it?

## How It Works on \$10,000

Suppose you're an executive, on a salary of anywhere from \$10,000 a year up. Squeezed between inflation and spiraling taxes, you've seen the margin between your income and outgo narrow during the last few years. One way to broaden the margin is to boost your income. But here you run into wage stabilization. And even if you do get an increase by as much as 15% of annual pay, how much net after taxes will you be left with? The chart on the opposite page shows what happens to a married man.

You immediately realize that an increase in compensation may put a little more money in your pocket. But obviously merely piling additional ordinary income on what you are presently getting pushes you into higher brackets, with the major part of the increase going for taxes. If your company is susceptible to a salary boost, maybe another approach may go over with a better after-tax result for yourself. Perhaps you can talk to your company about:

1. Postponing income to a future year by simple arrangement.

2. Arranging pension and profit-sharing plans through qualified or nonqualified arrangements. ("Qualified" means in this case plans securing

government approval because they follow prescribed rules.)

3. Deferring compensation by contract, in which what might be paid today is deferred to a later date—for example, a retirement period. (These contracts fall into two classes: those with unconditional promises to pay and those with conditions that might prevent payment. Some of these plans are funded; some depend entirely on the company's ability to pay in the retirement period.)

4. Making stock plans in which there is an effort to postpone what is now due you by using some kind of stock—of no present value.

5. Using option devices, which were made very popular by a new law. These give you the right to get stock under some favorable arrangement.

6. Assuming payment of your businesses expenses, or helping you get tax deductions.

7. Paying some of your personal expenses.

The mechanisms described here are those which do not seem to require government approval; or, as in pension and profit-sharing trusts, will get the same green light from SSB as was given in World War II. Tax ideas which might be pertinent in an era without a salary freeze are not discussed.

## 1. Postponing Income to a Future Year

You may want to postpone personal income from a high income tax year to what may be a lower income tax year. This might happen under these circumstances:

1. If you are ordinarily paid \$10,-

000 a year, there is no bar to paying you \$8,000 this year and \$12,000 next year if both payments are reasonable for your services. One method may cost you a lot less in taxes than another.

2. If you take a reduction in salary for this year, you have no income on the amount eliminated. You may do that hoping your income will be increased next year. Perhaps that will save you taxes on the next year's income. If your salary is \$10,000 and you take \$8,000 instead of the entire sum due, the \$2,000 is not taxed. A reduction after the year or a return of money already received might not reduce income.

Life insurance may be used to get money for deferred compensation to an executive in the deferred period. Assume, for example, that you earn \$50,000 a year. Out of the last \$10,000, you have left \$3,700. The cost to the corporation of the last \$10,000 might, net of taxes, be \$1,800 today. That, or a higher sum, figuring the taxes saved later, can be used by the corporation to buy an annuity or endowment policy for itself in order to get retirement pay for you.

## Salary Cut Best?

So talk today is of cutting a salary, since the freeze bars an increase. And this method, based upon your age, the tax rate of the corporation, and many other factors, will get you much more than your \$3,700, plus interest. With this plan you will not be taxed on any part of the annual premium payments—if your employer is the beneficiary and you are given no rights at all to the policy or the proceeds. The proceeds are tax free to your employer when collected up to the amount of its investment. These proceeds could then be paid out at 65 as an annual pension to you. The corporation then secures a deduction as retirement pay. If you die after retirement—but before you have received the fixed number of payments—your family might get the remaining payments. Five thousand dollars of this would be tax free under the new provisions of the Revenue Act of 1951.

These plans often give you a good deal more (net after taxes) than if

# Why Executives Lose on Straight Salary

When Your Income Is . . .

You take home . . .		Taxes take this % . . .		A 15% pay boost is . . .		But taxes take this % of boost . . .		. . . and you keep this much of 15% raise	
\$10,000	\$ 8,177	18.23	\$ 1,500	28.46	\$1,073				
15,000	11,696	22.02	2,250	34.00	1,485				
20,000	14,924	25.38	3,000	39.06	1,828				
25,000	17,912	28.35	3,750	46.08	2,022				
30,000	20,584	31.38	4,500	52.97	2,116				
35,000	22,920	34.51	5,250	57.16	2,249				
40,000	25,066	37.33	6,000	60.90	2,346				
50,000	28,780	42.54	7,500	66.42	2,518				
60,000	32,122	46.46	9,000	67.75	2,902				
70,000	35,384	49.45	10,500	68.87	3,268				
80,000	38,512	51.86	12,000	72.47	3,303				
90,000	41,312	54.09	13,500	75.14	3,356				
100,000	43,818	56.18	15,000	76.70	3,495				

you had invested the small amount you had left after the tax on your additional \$10,000 compensation. Do your own figuring with your insurance people.

## 2. Arranging Pension and Profit-sharing Plans

Eighty-two per cent tax rates have made it highly advantageous for business to think about the creation of qualified pension or profit-sharing plans.

There are two very broad schemes used today—actuarially sound pension plans and profit-sharing plans. They have been used with approval over and over again. They are more responsive to the changes in the business. The employer is not obligated to pay a fixed annual amount into a fund. He contributes on a formula

(set forth in the plan), keyed to profits. In loss years, he contributed nothing; in good years, the contributions can be substantial. The profit-sharing fund need not be "actuarially sound." The executive is not promised a fixed or predetermined amount of benefits.

The pension, profit-sharing, or annuity plans—which meet the Treasury requirements—afford the surest method of deferring compensation to later years. They were OK'd under the stabilization system in World War II.

But these plans are of limited value in deferring compensation to highly paid employees. The chief disadvantages are:

1. The law and government requirements are often found too tough—for example, the necessity of non-

discrimination may force coverage of too many people.

2. Normal plans too often put harsh limits on the contribution for high-salaried key employees.

3. The company cannot easily use any of the above plans to take care of highly paid employees who have been with the company only a short time.

These qualified plans are encouraged by high tax rates: The employer gets a full deduction in the year of payment to the plan. And they are fine for you: You are taxed only at the deferred date when you receive the payments, even though your rights are vested when the employer makes his contribution.

And there is another stimulus for you: You get a capital gain under a

(continued on page 134)



**WITH A NAME** like *Kelley*, Motorola's William H. swears his hobby is the ancient Scottish game of Curling! But that's not the only surprising facet of Bill Kelley's life and times. This new v-p in charge of sales for Motorola's Radio and Television Division once worked for RCA (for 21 years, as a matter of fact) and in a period of only two years saw service in all 48 states! He used to be sent around to relieve regional managers when they came East to study methods. His new promotion follows eight years with Motorola during which he's been general sales manager. He's credited with a lion's share of the glory in making Motorola one of the top-four TV manufacturers. Bill came out of the Navy after the first world war and went immediately into radio with the old Garod outfit. His whole career has been spent in radio. And when TV came along he took that in his stride, too. . . . He lives in Glencoe, has a daughter (whose middle name, Douglas, bears out papa's Scottish tendencies) at Bryn Mawr and is known as "that terrific fireball." Must have come from someone who played golf—and got licked—with Mr. K.



**PAPA HELPED . . .** John Flanagan was a fine broth of a boy. But he possibly wouldn't have made the vice-presidency of McCann-Erickson Inc.—as he recently has—if his pa hadn't known a lot of newspaper representatives. Young Jack, just out of college, got a job with a firm of newspaper representatives because pa said, "Give the lad a break." And that's all Jack needed. The firm called him the "All-American Assistant" because he doubled in everyone's brass. But he learned a lot and when his boss branched out into his own agency, he took Jack with him. Acting as a buffer to relieve the executives of seeing myriad media men, Jack learned to be a good listener and absorbed considerable knowledge. By '36 he had joined McCann-Erickson, shortly after was placed in charge of the print media section. That he did well is obvious: His vice-presidential bailiwick is the Combined Media Department. . . . A fine college athlete, he has given up his active participation in basketball, baseball and track and "just watches." But he adds, "I'm really good at table tennis!"

## They're in the News

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**YOU COULDN'T EXACTLY** call W. A. Burns, Jr., a traitor. But although Bill is the brand-new president of the far-flung operations of Trailmobile Inc., he admits with a sheepish grin that when he isn't supervising the operations of this company—which is one of the nation's largest manufacturers of commercial truck-trailers—he's generally out with his two lads sailing a boat. At one point in his life his Missus told him that if he wanted two boys he'd have to give up his expensive boat habit. He did it without a qualm and has proved that all things come to him who waits. Now he has both boys and boats. . . . Bill Burns made his way to the top berth in Trailmobile through the sales end of operations. And he had been v-p and sales manager until Pullman Inc., of which Trailmobile is a subsidiary, picked him to head the company, its four plants in the U. S. and Canada and its sales and service branches in principal cities from coast to coast. Before his career at Trailmobile he had been, at various times, v-p and general manager of Wesco Foods, v-p of James H. Rhodes & Co. and a member of the firm of A. T. Kearney & Co., management engineers. Not only is he a top-flight sales executive, he's a wise and capable administrator who knows people—and likes them.



**BIRDS OF A FEATHER . . .** but building separate nests: F. F. Duggan (left) and E. W. Gaughan look happy and why shouldn't they? Each has been chosen by Crosley Division, Avco Manufacturing Corp., to head up, as general sales manager, a new, separate sales organization to adequately take care of the broad expansion of the lines of products now sold by Crosley. "Dug" Duggan—an Atlantan who still roots for the Rebels—takes on refrigerators and appliances; Ed Gaughan—considered one of the best-dressed sales managers in the industry—will boss the TV and radio sections. As different as the products they'll manage, Dug and Ed have things in common. They worked for rival companies before coming to Crosley—Ed with Westinghouse for 27 years, Dug with G-E for 18. Ed went directly to Crosley from Westinghouse. But Dug went from G-E to be s.m. for Deepfreeze Division, Motor Products Corp. and from there to American Kitchens Division of Avco. A far-seeing executive, he started preaching that the "free ride" was over as early as a year ago, urging distributors to get on the ball. . . . Gaughan came to Crosley in '49 as farm sales manager and a year later was placed in charge of special activities.

BY HARRY WOODWARD





**A FIVE-PRONGED FORMULA:** Mitchell's film wrestles with these five sales steps, details them, analyzes them, shows how they must be applied to sharpen up the technique of presentation. Following is a crosscut sampling of the training film's pointed sales-building steps:

## Mitchell Boils Down the "How" of Sales-Making

If you want better salesmanship at the dealer level, simplify your story to the point where even a child can read, understand and remember it. Here's a slide-film training tool that meets these requirements . . .

For the 100-yard sprinter there's never a question of where to begin: He gets set at the white line, pushes off when the gun cracks. From there, the idea is to get down-track, and get there fast. With the trackman, there's little chance for misunderstanding. But with a salesman, it's different. The question of where to begin is often a puzzler for him—and, once begun, he's apt to bog down if he's fuzzy about technique, product, prospect.

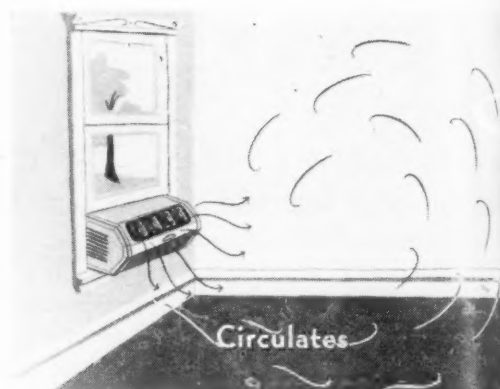
To make certain that its distributor and dealer salesmen get down-track in a hurry and have no reason to transfer any lack of understanding over to prospects for room air conditioners, Mitchell Manufacturing Co., Chicago, has created a slidefilm to clear away the fog. The film is as simple as all get out. It answers the fundamental question: how to approach prospects, how to explain product values, how to close.

President of the firm, Bernard A. Mitchell, in whose mind the film was thought out, says: "No matter how good the product is, it must be sold—and to sell it requires knowledge. We try to educate our men so that each might be better equipped to explain air conditioning to the customer." The slidefilm does that job of education, A-B-C. In a 15-minute sequence, it shows that sales are lost, not to competitors, but through lack of understanding on the part of both the salesman and his customer.

By May 1, the film will have visited Mitchell distributors in 42 states. Film produced by Kling Studios, Chicago.



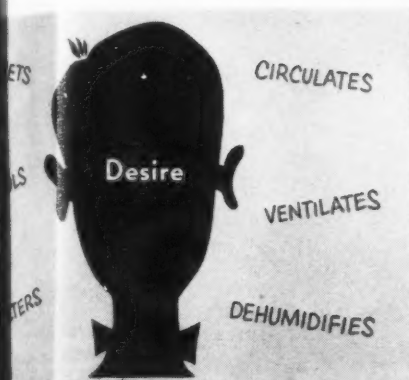
**THIS IS THE MARKET:** A slide shows that Mr. & Mrs. Average American have come to accept, and expect, air conditioning in their daily lives—in public places. But how about their homes and offices? As desire for comfort increases, so does the market.



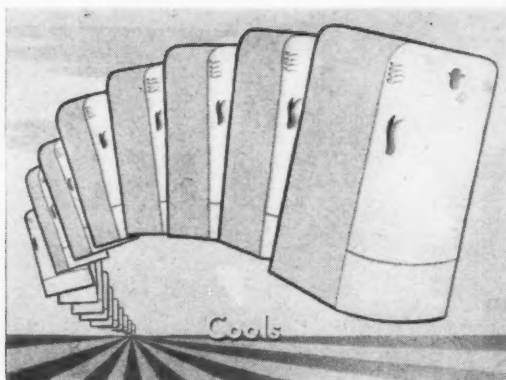
**GIVE THE CUSTOMER A CHANCE:** Let the customer operate the Mitchell himself. He'll see that directional air grills distribute air evenly throughout a room, with no drafts or harsh currents. Demonstration is half the sales presentation.



**PUT THE CUSTOMER TO WORK:** Have the customer handle the Weather Dial, the one-knob control which provides for two levels of cooling, powerful exhaust, full dehumidification all in a turn of the knob. Point up this exclusive feature.



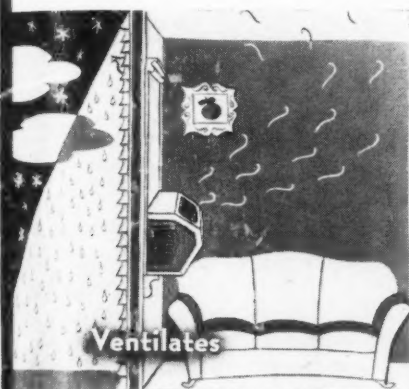
**KNOW YOUR PRODUCT:** Only after the salesman understands the product's advantages himself will he be able to make an effective sales presentation to prospective customers.



**NEXT, SHOW 'EM:** Compare these air conditioning units with a well-known object, like a household appliance. Show how one Mitchell unit cools with the power of 20 refrigerators. This keeps the story simple—but helps to make it convincing.



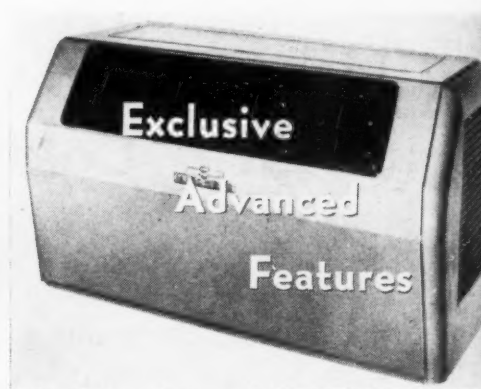
**SHOW 'EM AGAIN:** Show that Mitchell units remove up to 100 quarts of water a month from moist air "when it's not the heat, it's the humidity" that counts. Stress comfort.



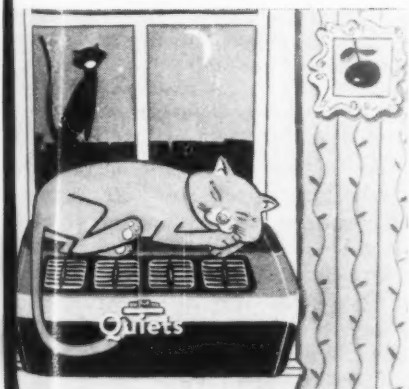
**DRIVE HOME FACTS:** Few people know air conditioning can be used as an exhaust unit, and that it is unaffected by snow or rain. Play up these "all-weather" sales appeals.



**USE GRAPHIC EXAMPLES:** The average American breathes approximately 26 ounces of dirt in a year. Show the customer how much that is; point out that a Mitchell removes 99% of this incoming dirt, keeps lungs and homes free of grit.



**FOLLOW THE FORMULA:** Don't just tell about the advantages—show them by following the "five-step formula." This will help demonstrate each accessible feature to prospects.



**STRESS OPERATION:** Explain these features which can't be shown in operation, like the Sound Muffler, which keeps the machine as quiet as a kitten's purr, lets you rest in peace.



**TAKE 'EM INSIDE:** Most customers want to know what's hidden inside. To be able to talk about the machine's inner parts, you must, yourself, be familiar with every phase of its operation. Be prepared for questions; learn why, how, what.



**CLOSE CONVINCINGLY:** The end-product of air conditioning is comfort and health in the home and office. To sell, emphasize the appeals of better living through air conditioning.





**THE BASIS:** Says President Taylor: "Very few organizations recognize a need . . . we have to prove to each prospect what our product can do to save time and money.



**THE WHO:** Each Friden salesman is thoroughly grounded in a patterned sales procedure that calls for a substantial amount of preparation before approach is ever made. The idea: the salesman must be able to demonstrate his machine as it can be applied to the prospect's own business. Every presentation is tailor-made. Every presentation is built on the "you" idea.

## How Friden Breaks the Ice With a Cold, Cold Prospect

You ask, "Just what is creative selling anyway?" Here's the answer. Every sale of a Friden Calculator is custom-built around the figure problems of a specific business. Each takes professional preparation, patience, painstaking follow-through. But when a prospect is sold, he stays sold.

*Based on an interview by Elsa Gidlow with*

**LAWRENCE B. TAYLOR**

**General Sales Manager, Friden Calculating Machine Co.\***

Friden Calculating Machine Co., Inc., builds its business by minding other people's business.

"A man knows when and why he needs a coat," says Lawrence B. Taylor, general sales manager of Friden. "A contractor knows when he needs lumber. A firm's purchasing agent knows when a typewriter is required. But very few individuals or organizations know when they need calculating machines. We have to *prove* what our product can do for them. From

start to finish it's a problem in creative selling."

Friden solves this problem in creative selling by (1) making a thorough study of the industry or business to which the prospect belongs and of the prospect's individual operation and problems to which a calculating machine would be pertinent; (2) putting this general information in a form which can be assimilated and used by the field force. Then each man is shown how he can develop

his sale while he obtains the specific information on the individual prospect to help complete the sale.

Requisite to the process are carefully prepared sales tools which include:

1. Informational literature in the form of booklets, brochures or spot bulletins to prepare the salesman for his calls in a given field, provide him with talking points and arm him with facts and figures, not on the product but on what it will do for the prospect.
2. Material covering the high points of a sales presentation, which can be left with the prospect for further study.
3. Suggested letters which the field man can use before and during solicitation.
4. Advertising, reprints of which are used in the direct mail follow-up.

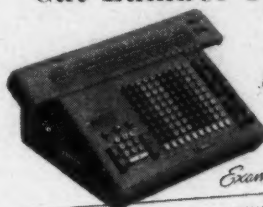
The selling involves a carefully thought-out pattern of contacting which can be best understood if we first take a quick look at the sales department's organizational structure.

Friden sells all over the world. It has agents in all principal cities in 115 countries. In this article we shall consider only the domestic operation which includes approximately 250 sales and service offices in all 48 states. About 500 salesmen sell the Friden machine, described as "the

\*San Leandro, Calif.

*with*  
**FRIDEN**  
*fully automatic*  
**LUMBER  
CALCULATORS**

Example: A typical lumber invoice 2



Example of typical invoice

GENERAL INQUIRY FOR S&S		MILL	Del'd
2x8 - 1/6 2/8 112/10 215/12 160/14 114 1/6	11,309	44.00	74.00 904.67
2x10 - 1/6 4/8 14/10 29/12 101/14 121/16	11,953	44.00	74.75 875.49
2x12 - 6/8 51/10 144/12 71/14 71/16 27/18	10,175	44.00	74.75 760.26
	33,437		223.50 2179.42
			2179.42
			\$1559.42

Less Vat. Freight 21,455.00 + 1.18

COMPLETE BILLING

The Friderit® automatically accumulates total lineal feet of each dimension ... (2) converts lineal feet to board feet for each dimension ... (3) automatically accumulates total board feet ... (4) multiplies board feet by price ... (5) automatically accumulates price extensions ... (6) then automatically computes and subtracts freight

With "thinking out" the answers you want, the Frisken Calculator provides positive and automatic proof that all figures were copied correctly and in correct decimal position... also positive automatic proof that board feet were accumulated correctly.

So automatic is the Friden in every lumber computation that no special operator training is required. Everyday figuring chores are speeded. So your Friden calculator quickly pays for itself.

Figure on a Friden NOR—please or write the Friden Man next you. Friden sales, instruction and service available throughout the U.S. and the world. FRIDEN CALCULATING MACHINES CO., INC., San Leandro, California.

**E • I** Automatically  
It takes work  
and a lot of water.

# Friden

[illegible]

Contact begins with a warming-up period during which an exploratory call by a senior salesman or his junior assistant is followed up by sending

one or more letters, literature, or reprints of advertisements. Finding prospects is no problem.

"Anyone in business who has figuring to do, whether or not he owns a calculating machine, is a prospect for Friden," according to Mr. Taylor. "Deciding who will be solicited now is a matter of direct canvassing."

Whether a junior salesman or his senior has initiated the prospect, the junior often is delegated to obtain permission to put the machine in on trial. Obtaining the trial has two main objectives: (1) to show the individual in charge of figuring what the machine will do to make the job easier, quicker, more efficient; (2) to obtain information which Friden men will use when showing the person or persons in the organization with authority to buy exactly how the calculator will save them money while giving better results.

One, two, or three weeks may be the trial period. During the entire time, close contact is maintained with the operator. Not until the operator is sold is an approach made on the executive level and an attempt made to secure the order.

### The Post-Sale Followup

Closing the sale does not complete the pattern of contact. It opens a new phase which may develop—usually does develop—into a permanent relationship with the customer. This phase presents a variety of opportunities: (1) for the creation of additional sales as the machine proves its worth in service and the company's needs grow; (2) for long-range preparation for selling replacements; (3) for sales to other departments or branches of the company.

A case history will demonstrate how the technique works.

Exploration has shown that the lumber industry needs calculating machines. The impetus for the exploration may have come from the field—a division, branch office or agency manager's suggestion or a request for analytical literature and ammunition—or it may have originated in the home office.

After analysis of the lumber business as a whole and of typical operations, the home office, making effective use of its own machines, breaks down and analyzes all the figuring involved in the daily jobs and in the weekly, monthly or annual statistical activities. From these data it prepares literature which will show how the Friden machine can simplify all of the figuring in question.

The literature is concise, simple

and graphic. A single piece may do triple duty: (1) in making the field man master of the information and providing him with facts and talking points; (2) as a "thinking piece" to be left with the prospect to help him continue to sell himself; (3) as a "text" to be used by the new owner to convince him and his employees that they are getting the maximum use from the machine and are extending its applications to the business.

Staying with the lumber business for our case history, we find a sales team in the field using three pieces of literature to develop a prospect we shall call "The Tall Timber Lumber Co."

The first and most important piece is a 32-page letterhead-size brochure called "Lumber Calculations Made Easy" . . . "with a Friden Fully-Automatic Calculator." It fits into a filing folder as do all Friden sales and information pieces. It gets instant attention from lumbermen, not only with its title which intrigues him by making him think of lumber calculations, but with a subtle use of color and styling to tie together his industry and the calculator. The heavy paper cover of the booklet is in wood color, the type composition in leaf-green. The featured word, "Lumber," in the title appears to be set in letters cut out of rough board.

The contents cover: "Computing Board Feet" . . . mentally, and with the Calculator. "Invoice Method" . . . five methods are given, applicable to that many types of lumber calculations, also molding, plywood, flooring, sash and door invoice methods. There are four pages on doors (Loading Tally with Extensions, To Figure Loading Tally Extensions, Split and Normal Dial Clearance, and Checking Invoice Extensions by Accumulation); two pages on cooperage calculations; one on boxes; three on mill costs per thousand feet using constant divisor, and reciprocal methods. The booklet closes with four pages of "Friden Lumber Tables."

A study of this booklet provides the field man with ammunition; he will have other uses for it later. He makes his first call on The Tall Timber Lumber Co., whose managing head has received one or more letters aimed at arousing his interest in the Friden Calculator. He goes to his key contact in the managing end of the business with the aim of getting permission to put a machine on trial in the office. His approach is worth studying. He does not say, "I would like permission to place one of our machines on trial in your office." It goes more like this:

"You have a lot of tricky figuring

in your business. It takes up a lot of your clerks' expensive time. We have a machine that will make all that figuring a lot easier, quicker, more accurate. No . . . we're not trying to sell you one now. We wouldn't expect you to buy one unless we can prove what it can do to save you money. I'm not bringing you a machine today. But the next time I come by I'll leave one with you to try out for a week or two."

Notice that he doesn't say, "May I leave one?" He takes the decision off the prospect's shoulders by stating that he will leave one. Unless objection is raised, within a day or two he returns with the machine. In the meantime, he has left a piece of literature with his prospect. This is a four-page folder titled "Lumber Figuring Made Easy . . . with Friden fully automatic Lumber Calculators." If the prospect turns the folder over to look at the back he finds pictures of two lumber firm plants the names of which he may know, and two testimonial letters from the heads of these plants. The page is headed "Lumber Mills and Dealers say that 'Friden is Tops for Lumber figuring.'"

### Talking the Buyer's Language

Opening the folder the prospect's attention is directed to something he is very familiar with: a lumber invoice. It is on the stationery of the lumber mill whose testimonial letter is reproduced on the back. Opposite is a picture of the calculator. Heading the two pages is the caption: "Friden fully automatic performance Cuts Lumber Figuring Costs!" The numbers 1 through 6 on orange spots on the face of the invoice direct the eye to six numbered points showing how figuring costs are cut.

Six short paragraphs condense the selling story:

"According to current thinking of lumbermen themselves, the only answer to steadily mounting labor and raw material costs lies in greater mechanical efficiency and greater recovery from the log," the text begins, talking the prospect's language and problems. "Obviously there is a limit to the number of board feet which can be obtained from the log. There is no limit to improvement of methods which reduces losses and increases profits. But the study of efficiency in sawmill operations should not be confined to the machinery which reduces material to the finished product. Time and money can be saved in the office, too. Payrolls must be calculated, tally sheets and invoices



# Can the manufacturers of HOME APPLIANCES learn something from successful industrial marketers?

The marketers of industrial products generally design their advertising to attract that segment of a magazine audience which has some interest in the product *at that particular time*. And they give those readers enough information, right in the ads, so that they can decide whether or not the product comes close enough to fitting their needs to justify further investigation.

They find this vastly more effective than advertising which seeks to make flash impressions on *everybody*, with the hope that the products and its features will be remembered at some future time.

## Many appliances are to a home owner what industrial equipment is to a plant owner

We suspect that electric ranges, vacuum cleaners, washing machines—yes, even some smaller appliances such as electric fans and irons—usually are bought to do some job around the home, better, faster, and at reasonable cost. Yet, in leafing through the pages of the consumer magazines, note how many makers of products like these are running advertisements apparently designed to produce *general impressions* of quality and style, rather than to tell *interested* prospects what they want to know *now*.

Look at some. Do they tell you what you'd like to know if you were interested?

## A bird on the table is worth two in the oven

As Pogo would say, maybe we're taking the wrong platitude. But last Thanksgiving our somewhat aging electric range delivered to the table an outwardly beautiful bird which the first incision revealed to be so woefully underdone that we didn't know whether to carve it or kiss it.

Back into the oven for another hour. Another round of cocktails saved the day (or did they?).

That evening we turned to the current issues of a handful of national magazines; looked at the electric range advertisements. There were some beautiful pictures. Four colors. Glowing descriptions of high styling.

But we searched in vain to find out what the dimensions were. You see, our kitchen, like many thousands of other kitchens, has built-in cabinets.

So we can't squeeze in a range that is any wider than 36 inches. In fact, it would look pretty silly if it were much less than 36 inches. But did the ad give us the slightest clue as to width? No.

Did they tell how high they come, or whether or not they are adjustable to different heights? No.

Did they tell us whether or not the deep-well converts to a top burner? Nope.

How about insulation? Except for glittering generalities, we found nothing to indicate whether or not they are using the latest developments in insulating materials and oven construction. They *must* have made tests that show how their present insulation performs in comparison with their earlier models, or competing ovens.

What's the news on heating elements? We dimly recall having previously seen a big splashy advertisement announcing a new heating element that is "just as fast as gas." But there was nothing in any of the current advertisements that referred to this.

We'd like to know about these things. But we're blessed if we're going to pound around from store to store to examine *all* of the eight or ten different makes that are available. Neither is Ma!

## If they're counting on retail salesmen to explain these things—heaven help them!

Surely, many executives in charge of the sales of electric ranges must have been reading the SALES MANAGEMENT articles, "Adventures In Shopping." Surely, poor retail salesmanship is granted to be a serious problem today.

So, why not let advertising tell interested prospects many of the things the retail clerk will most likely forget to describe; or just be too doggedly disinterested to mention.

One cannot study those "Adventures In Shopping" articles without concluding that millions of consumers, irritated and dismayed at the stupid or indifferent treatment they get at the point of sale, would like to be able to do a larger portion of their preliminary selecting through information available *prior* to final examination at the point of sale.

But, not a single range advertisement told us the things we wanted to know. No one offered a booklet covering the kind of information that might be appreciated by that growing host of

people who have to think twice before they buy anything that costs more than ten bucks!

## There are ways to experiment with these ideas without disrupting planned programs

Maybe "informative advertising" techniques should be experimented with in, say, the farm journals, covering areas where it is not quite so easy for Ma to get into town and where, perhaps, she would have to go to three different towns to look at five different ranges. She would probably be happy to pay a dime to get a booklet from a manufacturer whose advertisement had been informative enough for her to conclude that his product was one of the candidates for her final selection.

Then, as is done with industrial products, the manufacturer would notify the local dealer and he could at least gamble a phone call to Mrs. Farmer and find out if he could be of help.

We often hear industrial advertising men allow as how maybe they could learn something from consumer advertising techniques. But couldn't it be the other way around, at least, as far as hard goods are concerned?

We certainly wouldn't suggest trying to revolutionize methods already showing tangible evidence of paying their way. But we can't help wondering if there isn't some room for limited experimentation with industrial advertising techniques; perhaps in test cities at first; perhaps just on certain lines or in certain markets. Wouldn't it be interesting to find out whether or not there is something to be gained from the vast fund of successful industrial marketing experience? Maybe profitable too.

## Want to check standard industrial marketing procedures against your own operation?

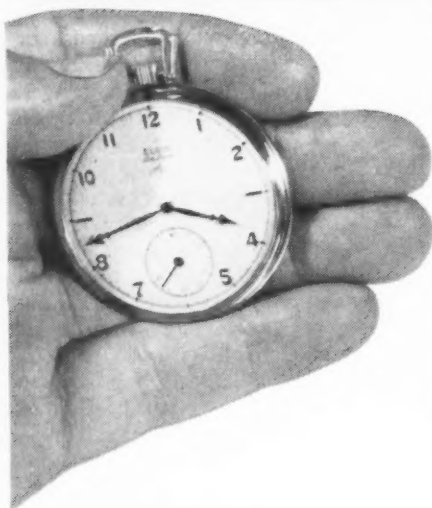
We have prepared a check list covering 8 points that are Standard Operating Procedure to the experienced industrial marketer. Perhaps you are already employing some or all of these methods in your own selling, advertising and merchandising. Perhaps some of them wouldn't fit. Perhaps one or two would help you in some small measure to cope with the mounting sales costs that today threaten profit margins everywhere.

This list is entitled, "You Can Sell Anything In America—But At What Cost?" We'll be glad to send a copy to any manufacturer who is interested.

**The SCHUYLER HOPPER Company**  
12 East 41st Street, New York 17, N. Y.  
LExington 2-3135

MARKETING • ADVERTISING • SALES  
"Advertising that sells by helping people buy"

## \$2½ MILLION Worth of Castings Every Hour!



That's what the dynamic foundry industry produced in record-breaking 1951! With a whopping total of 19,000,000 tons of production valued at better than five billion dollars, America's foundries topped every previous record . . . including the peak production war years.

Things are happening in the foundry market. Foundries are spending over one million dollars every hour for materials and supplies . . . and two million dollars every week in capital investments.

That's why alert management men are giving special attention to this mass production industry. It pays rich dividends to the companies that recognize foundries as a separate market well worth going after with an independent and intensive sales effort.

And the best way to get your story to foundry-men is through FOUNDRY. With its 45,000 readers, FOUNDRY gives you blanket coverage of the foundries that have 94% of the industry's melting capacity.



### HAVE YOU GOT YOUR COPY OF THIS VALUABLE MARKETING GUIDE?

"How to Sell the Foundry Market" is free. Write us or ask your FOUNDRY representative and a copy will be mailed to you.



## FOUNDRY

A Penton Publication  
Penton Building  
Cleveland 13, Ohio

computed, and costs figured. Hundreds of lumber operators, large and small, have found that Friden Fully Automatic Lumber Calculators offer them incomparable speed and accuracy on this work."

The text goes on to analyze the invoice reproduced and how the Friden simplifies figuring, stressing the absolute accuracy of the process. It closes: "Only an actual demonstration of this amazing Friden Fully Automatic Lumber Calculator can show you what it can save for you on your every-day figuring work. Why not call your local Friden representative today? Or use the enclosed convenient postage-paid card."

The call or the card may come. Whether it does or not, the salesman stops that same week to leave a machine for trial. If a junior salesman has made the first call, he may be accompanied now by his senior who makes the occasion a lesson for his trainee. If the junior salesman's training in this phase is already adequate, the senior man may make this call alone. The technique now is to sell the operator.

The salesman fully instructs the operator in the use of the machine, working with her on the actual daily work of figuring board feet of lumber, prices, price extensions, freight charges. He remains long enough to be sure she fully grasps the principles of operation. Several times during the ensuing week the salesman drops in to see how the operator is getting along and helps her to extend the use of the machine. He also uses the opportunity to determine how much time is being saved. For example, invoicing that took three hours may be done in one hour with the calculator. Working with the operator, the salesman arms himself with sufficient information on what the machine will do in that office to prepare his presentation to the man or men he must sell to get the order.

The booklet, "Lumber Calculations," described above, shows what the machine can do for a typical lumber mill and provides detailed how-to-do-it data. Pin-pointing his story to The Tall Timber Lumber Company's own figuring problems, he completes the presentation.

That is the approach when the prospect never has used a calculating machine. If he has a competing machine, the objective is to put a Friden in on trial to demonstrate what it can do over and above the machine in use. This selling job is likely to be handled entirely by a senior salesman. The prospect usually is sure he is not interested. The salesman says in effect: "Never mind if you are not in

the market now. We are not trying to sell you the machine today. We simply want to loan you a Friden for a couple of weeks so that you may prove to yourself what it can do that your Blank Machine cannot."

When he has permission for a trial the salesman instructs the operator in the use of his machine. He removes the competing make from her desk and leaves her the Friden. He gives her a three-fold descriptive piece illustrating its use and highlighting its advantages: "The thinking machine of American business." . . . "More operations without operator decisions. . . ."

Throughout the trial period the salesman makes frequent calls. He emphasizes the ease of operation of the Friden, shows how it reduces effort, simplifies the job. When the operator is dissatisfied with her old machine, and the salesman has gathered sufficient facts to make his presentation at the executive level, he prepares to ask for the order.

### Talk Profits to Key Men

"The person actually doing the work knows what will simplify it and make for more efficiency," Mr. Taylor explains. "By showing beyond a doubt that our machine will accomplish this, we create the desire for it at the operator level. The man or men at the top who have the authority to place the order must be shown in dollars and cents where the Friden will cut costs, save labor, increase efficiency . . . in his own business, in a specific department, on a job which we have analyzed and now can discuss with authority. That is what we mean by creative selling."

If the sale is not closed then and there, contact is systematically maintained until the sale can be closed. This is done by direct mail and by personal call. "Any time we find out that a man needs our machine," Mr. Taylor explains, "we look upon him as someone who owes us money. 'I can't pay today,' he has said in effect. Well and good. We don't let up until we have 'collected.'"

It has been the experience of Friden that once one of its machines has been placed in an office its use increases. Many more jobs are found for it than the firm or its employees anticipated. Expecting this, Friden has an interesting post-sale follow-up. It is part of the sales office policy to keep as close as possible to the customer after a sale is closed. Competition is keen in this business. The salesman who has made the sale calls back within two or three weeks and

at intervals thereafter. One of his aims now is to train each clerk in the office who is likely to have any detailed figuring to do in the use of the Friden Calculator. The greater the number of workers who can be shown its advantages, the easier it will be to sell additional machines as the uses and the volume of work create demand.

This is the pattern, whatever the industry or the business the company is trying to sell. Its salesmen can approach bankers, bond house executives, department store heads, dairy distributors, Army paymasters, insurance sales managers, armed with specific facts and figures built out of their own problems in figuring and prove how the Friden Calculator will save the work of one in every two clerks, will simplify all figuring jobs, and do the work with absolute accuracy. A library of studies such as the lumber booklets described are available to field men. New studies are being developed constantly and if a branch manager or agent sees possibilities in an industry for which no study has yet been made, the home office sales department undertakes it at once.

These important sales tools are supplemented by spot studies. For example, new Government rulings in a given business may create more paper work and figuring. A bulletin will go to field men, suggesting how the Friden will be useful to the companies concerned. Or a field man or branch manager may uncover such an opportunity and pass it on. A home office bulletin makes it the property of all of the salesmen. Similar sharing is done by way of the company sales magazine, "Friden News."

Direct mail and advertising both are important in the Friden creative selling technique. We have seen how the letters are used for warming-up and follow-up. These letters are prepared in the home office and adapted to branch territory needs. They make constant use of the company's advertising in the shape of reprints. Friden advertising which, from the founding year of 1932 on, appeared mostly in business publications, recently has been increased to take in nationally circulated consumer magazines.

Obviously, the kind of selling which has been described calls for high caliber salesmen. "It takes two years to train a Friden salesman," Mr. Taylor says, "even a man with experience in selling—training on the job, with frequent meetings in the field."

Mr. Taylor himself directs the meetings, scheduling two a year in each of 10 regions throughout the

United States. During the year he has at least two personal contacts with each man. All senior salesmen work on straight commission. "They wouldn't work any other way," Mr. Taylor says. "They don't want to pay for the poor or average producers." Straight commission compensation and the fact that no limit is placed on the amount the men may earn are basic factors for the success of the creative selling which the product demands, he points out. This in turn is responsible for the company's phenomenal success, particularly since the end of World War II.

Net sales during 1951 came to \$24,339,000, a new company sales record produced by approximately 250 offices in the United States and Canada and distributors in 98 foreign countries. This does not include income from service or rental of machines. This \$24,339,000, President Walter S. Johnson estimates, is a 54% increase over 1950. Growth has been steady since the small start in Oakland when inventor Carl M. Friden, now deceased, founded the company and with a few men started to produce the first hand-tooled Friden Model A.

#### Growth Is Rapid

Today, a streamlined plant and offices in San Leandro house the manufacturing and administrative headquarters. From an over-all working force of about 300 in 1936 when the San Leandro factory was completed, the administrative, production, sales and service personnel in the headquarters territory has increased to 1,823. In the same year the company had 53 agents. A year later and three years after incorporation it had 150 agents. Today its domestic organization has about 250 sales and service offices.

Friden had a limited foreign market from the start. Larger scale international selling was started in 1940, was prevented from normally developing by war production during the period of hostilities, but went energetically forward thereafter. Stanley Friden, son of the founder, in charge of foreign sales since 1945, directs agents in the chief cities of 115 countries.

"We are proud of our growth," says Mr. Taylor. "But we are more proud of another fact: I do not know of one man who, after becoming permanently attached to our company, has quit except to be retired. We believe that loyalty has contributed incalculably to the company's success."

Any way

you

figure it--

news,

circulation,

advertising--

daily or

Sunday . . .

we're

the leading

paper here

San Francisco

EXAMINER

HEARST ADVERTISING SERVICE





**TAPE RECORDERS "TELL ALL":** Here (right) is Richard C. Thellmann, manager of the Fort Wayne Office of Gould, Gleiss & Benn, Inc., getting the low-down on furniture and appliance displays from Manuel F. Rothberg of Rothberg's Furniture Co., Inc., in the latter's office. Note unobtrusive "mike" on the desk, recording unit hidden back of the interviewer.



**IT SCRATCHES UP EXTRA BUSINESS:** This motion display takes up but little space on counter or in window. Druggists call it great attention getter, and terrific sales maker for Sergeant products. One flashlight battery keeps the pup's leg scratching for more than a fortnight. Created and produced for Polk Miller Products Corp. by Einson-Freeman, Long Island City, N. Y.



**MANY DRUGGISTS SAY, "I'M FOR JUMBLED DISPLAYS":** These direct quotes from druggists explain why this Colgate floor stand is popular: "Customers want something they can pick up without tearing everything up . . . the more jumbled up it is the more you'll sell." Stand produced by The Hinde & Dauch Paper Co., Sandusky, O.

## Dealers Reveal Display Preferences In Tape-Recorded Depth Interviews

**Grocers, druggists and appliance dealers explain why they use certain display pieces but throw others in garbage cans—in SM exclusive study by Gould, Gleiss & Benn.**

Last fall, the editors of **SALES MANAGEMENT** commissioned the research firm of Gould, Gleiss & Benn, Chicago, to make a study of window and store displays in the food, drug and appliance fields—150 stores in each group—apportioned among more than a dozen cities. The assignment called for an inventory of display materials in windows and interiors, plus a number of set questions designed to bring out the experience and preferences of dealers.\*

In addition, they decided to go beyond the standardized type of survey with an experiment in depth interviewing, through supplying field investigators in Chicago, Ft. Wayne and Houston\* with tape recorders in order to record dealer opinions.

In the ordinary type of survey, with questions which can be answered by a simple yes or no, it is impossible to measure correctly the opinions and prejudices, but in a tape recording you catch the feeling which goes be-

yond mere words. Some of the 50 grocers, druggists and appliance dealers were so outspoken that their remarks must be censored slightly for a magazine that enjoys the carrying privileges of the United States mails.

Because the requirements of the three types of stores vary so widely, we shall not attempt to draw any general conclusions as being applicable to all types of stores, with this single exception:

**There is a clearly defined trend away from windows which have a high back, preventing sidewalk view-**

\* The results of the inventory-survey will be published in the next three issues of **SALES MANAGEMENT**: Food Store Displays, April 1; Drug Store Displays, April 15; Furniture-Household-Radio Displays, May 1.



**"DOUBLED MY BUSINESS":** Floor stands are popular in stores where space isn't at too high a premium—and Nabisco's Snack Bar was praised by several as being a great sales maker. A Fort Wayne grocer said it doubled his business on Nabisco products. Produced by Industrial Lithograph Co., New York City.



**DEALERS WANT "ACTION":** Chief among the frustrations of dealers in all three groups is the comparative scarcity of displays that have animation of some kind. Hotpoint displays came in for general praise from appliance dealers because all their major displays have blinking lights to attract attention. Here marketing V-P Ed Taylor (left) listens to Wm. E. Macke, merchandising manager.

ers from seeing the interior of a store, and this growing preference for backs which do not extend above the eye level brings with it a demand for smaller display pieces.

### I. What Grocers Say about Displays:

As a warm-up question, the Gould, Gleiss & Benn interviewers asked each grocer, "What kind of displays help you sell the best?" Dealers in all three cities were in general agreement that the most successful display was a *big* display, and this most frequently was defined as a mass display of a single item at a particularly attractive price or of a timely nature, such as cranberry sauce at Thanksgiving. They were not referring necessarily to *window* displays.

From that general question, the interviewers turned to what makes a *manufacturer's* display good.

A Houston grocer, with 5,000 feet of floor space, answered it by saying, "One that has color to it—that looks appetizing—and one that you can put the merchandise on so that it helps identify the merchandise. Canada

Dry, for example, or Glass Wax. Let's take this Gladiola display—it stands the right distance from the floor—and as soon as the customer sees it she knows it's Gladiola and she knows the price."

A Ft. Wayne grocer offered three examples: "Pet Milk always sets up a good display with peaches and recipes and things the housewife is looking for. Coca-Cola does a good job—they hire a window decorator to put the window in. Nabisco is unusually good. It's a display of 10-cent Nabisco products. I'm in a neighborhood where they have a lot of auto shops, and that display has doubled my business on the line. There are 10-cent packs of cookies, crackers—a mass arrangement all on one little stand that they provided—a simulated snack bar of knotty pine."

A number of grocers expressed appreciation for displays which are relatively unselfish—that do more than promote the manufacturer's product. The proprietor of a Chicago super market, for example, said: "I think we should give credit to Schlitz for putting up that display showing

where our beverage department is."

None of the grocers interviewed had any difficulty in recalling examples of what they consider bad displays. Complaints were registered by all on the ground that so many displays were too large, some of those designed to hold merchandise were flimsy and collapsed, and many cardboard displays had a short life because they became fly-specked or dusty.

A Chicago grocer, with a 50-foot front, complained: "Lots of manufacturers try to put their whole story on the card, but people won't stop to read it. Just a few simple words will do. That's why the posters I prepare myself sell better than those I get from manufacturers."

A Houston grocer with a swanky trade thinks that all manufacturers' displays are a waste of money. "People don't pay any attention to them. Of course, the people who trade here have more education than the average—consequently they realize what advertising is and they don't stop to read everything. The advertising appeal is less for the educated person than for the non-educated person. Also, if a store is well designed the displays in multicolors spoil the effect."

A Ft. Wayne self-service proprietor echoes the complaint registered by most of the others: that most manufacturer display material is too large to use in the average store. "I mean banners and signs and such; they all want the hottest place in the store—near the check-out counter."

In a north side Chicago super, the Gould, Gleiss & Benn interviewer pointed to "paste-ups" and asked the owner if they were sales-makers.

His response is rather devastating: "I think the only value they have is to the people who print the display material and our garbage man. Take the Carnation people, for example: Their man comes in here once in two or three weeks and puts up material which doesn't have any prices on—so we tear it down or possibly some other grocery salesman comes in and pastes something up over theirs."

Most of the grocers whose opinions were recorded are great believers in related-item displays and, if offered a choice between a beer card showing only the beer as against one showing the beer with cheese or meat, they would take the latter. A Chicago dealer out on the west side put it this way: "I like those manufacturers who give me displays which help me to sell several items. Take tomato juice and crackers, let's say. A picture of the cracker should be on the card where you advertise the juice. Three out of 10 will then buy the



**SAVES SPACE, MAKES SALES:** A Houston appliance dealer is talking: "See that Telechron clock display. It's small and compact. You can show 16 clocks, yet it doesn't take up any space. Most displays are too large." Telechron calls it their "Time Table," reports dealer sales increases up to 400%. Produced for Telechron by Flannery & Associates, Inc., New York City.



"A FINE JOB FOR US" said several druggists about Max Factor counter cases because "they take the minimum amount of space yet show the merchandise effectively." Other reasons expressed for favoring this case: It lights up, has eye appeal, has space at top for displaying proof of current ad.



**ZENITH'S MOST SUCCESSFUL DISPLAY:** The 1951 Christmas display was part of an integrated promotional program, spearheaded by five pages in one issue of *Collier's*. Nearly 7,000 displays were installed. The component parts, 106 in all, were designed and produced by Inland Lithograph Co., Chicago, Ill.

crackers. For the benefit of increasing my business I want to have the combination advertising on one card—but not many manufacturers help."

Why is there such a variation in the length of time in which displays are maintained? Results rung up on the cash register are, of course, a controlling factor, but nearly every food merchant mentioned "cleanliness" as an important consideration. Few of them use a display piece more than once. As a Ft. Wayne grocer put it, "I never use the display twice because it's the same old thing—like seeing a movie twice."

Most of the food merchants took a dim view of demonstrators. A Chicago grocer expressed himself: "The people who demonstrate are experts. The consumer isn't, and she'll make a mess of it when she gets home."

There was general agreement that samples are excellent sales producers. Ft. Wayne: "Samples I like. I put a sample in the bag when the customer isn't looking. When she gets home she finds it, uses it and then comes back and says: 'Gee, that sample you gave me was really good. Do you have it in large boxes?'" Houston: "I moved many Town House crackers by sampling. I'm all for samples. I set up my sample display right on the counter with a sign behind it saying 'Take One.'" Houston: "I think that sampling is one of the best forms of advertising."

Independent merchants don't worry about other nearby independents having the same displays, but they don't want to feature something which is being played up by a chain.

They have strongly divided opinions about featuring merchandise

which ties up with consumer contests. A Ft. Wayne dealer says, "Contests are all right for I'm in the neighborhood where people are contest-crazy, and any contest item moves fast. Bismarck is an example." But a Houston dealer says, "Contests are no good because my customers have pretty high incomes and don't feel they need to fool with contests. I've never had any success with them. If there were a national contest on now and they were giving away thousands of dollars, I probably wouldn't have six inquiries out of 2,000 customers."

Several grocers expressed a desire for animated displays—wondered why food manufacturers didn't supply them.

There was no general agreement on the value of floor stands, but a line could be drawn there between small stores and large stores. The owner of a super in the Ravenswood section of Chicago said, "We discard most stands because they take up too much space, but we get some from cookie companies and beverage companies which do us a lot of good. We get bread racks that help us to keep bread in proper display. The Coca-Cola beverage stand is good because it doesn't take up too much room and they've engineered the thing pretty good. The Coke is right there under their noses and they just pick it up."

## 2. What Druggists Say about Displays:

To an even greater extent than was true of grocers, the druggists who registered their opinions on tapes were in general accord about the need for display pieces which are effective but small. A Houston druggist spoke



for the majority when he said, "The biggest trouble we have is that displays are too big; they're not practical. We need pieces 5" x 7" or 12" x 24". Drug stores now are getting away from big bay windows, so a lot of big stuff goes right into the trash can, but a lot of the small stuff that comes in we do use . . . A druggist on Chicago's North Side says that displays most popular with him are "those that take the minimum amount of space yet show the merchandise effectively. Max Factor does a fine job in cosmetics."

The feeling against big display pieces can be traced to the trend in favor of windows with a low or open back. A Ft. Wayne druggist put it this way: "I don't believe in using large signs in the window . . . shuts out the view. That's one reason I don't use cigarette windows any more. The signs are too large. The same is true of Alka Seltzer."

Many ideas were advanced as to what makes a manufacturer's display good. Houston: "Eye appeal; message with very few words—very few. Anahist had a good one last year. I don't remember what it was but it did stop 'em and make 'em pick it up. Cutter Laboratories puts out a little snake bite kit . . . picture of that snake makes 'em want to pick it up. Eight out of 10 people who see it pick it up." Ft. Wayne: "Must be small and neat. Lilt featured a good hair-care window." Houston: "Johnson & Johnson furnished me with this wooden shelf rack. Now I can use it for different merchandise."

Varied ideas were advanced on what makes a display bad. A Ft. Wayne druggist says it's confusing colors. "When they put too much color in a display it becomes confusing and they don't read it. We can put a 'Serve Yourself' sign on a greeting-card rack—the sign that's put out by the greeting card company is in several different colors and nobody reads it. But if we just paint a black and white sign in block letters why then people read it. Window streamers put out by a manufacturer are pretty, that is colored, but where you put up just plain letters in two colors, it's read . . . We haven't room for much display material. But we do have cards like Old Spice, Yardley, Revlon—though we had to take one Revlon sign down because the model looked as though she had her thumb up to her nose."

Another Houston druggist said that too many displays have faulty construction: "When customers walk up to a display they want something they can pick up without tearing everything up. Many displays are so

flimsy that when you put merchandise on them your display is going to fall. A flat type bin display is better."

That same Houston druggist believes that beautiful displays do not sell merchandise. "In other words, the more jumbled up it is the more you'll sell. Take Scotch Tape. They have come out with every type of display that's ever been on the American market. I've never seen one of them yet that was worth the space it took up. But you can dump them on your wrapping counter and you'll sell 10 times as much as you could from one of their displays."

A Chicago druggist on the North West Side complains that so many displays are lacking in life and color. Speaking of Jergens' lather shave, he says, "Their display is as dead as can be. It's an ordinary box holding 12 gold squeeze bottles. It's a dead color—green with white lettering and black paint. There must be bright contrasting colors—reds, blues, etc."

Druggists were asked to evaluate current "successful" displays. Tops in mentions is a display by Polk Miller. A Chicago druggist is speaking: "Take that display with a dog scratching himself. I've used it for three months. You'd be surprised at the amount of dog products we've sold from it. People stop every day, look at it and make some remark. Three months is a record but the smaller and more compact the display, the better." A Ft. Wayne druggist commented on the same display: "As far as animated displays go, we don't get them. But we did have a scratching dog that sold itching powder for dogs, and the dog scratched up a lot of extra business for us."

### Wanted: Eye Appeal

Max Factor displays, likewise, were mentioned by several druggists. One on East 55th St., Chicago said: "Max Factor is our most successful current display. It shows all the products. It's lit up. You can see it as soon as you walk in. It doesn't look drab at all. It has eye appeal."

But the best displays, in the opinion of the druggists, are quite often ones which they make themselves, without help from manufacturers, such as the Ft. Wayne druggist who is very proud of his baby window. "We filled it with merchandise. We had a selection of dolls from a young lady in the neighborhood. We strung a washline across the back of our window and hung rubber and plastic baby pants across. Results were terrific. It was our own idea."

These druggists don't seem to mind if other people on the same street have the same displays. Houston: "They see it in two or three different stores; they think maybe it's pretty good, maybe they'll buy it in my store, maybe not."

Apparently most of them would appreciate—and use—more action (animated) displays than they get.

Just as was true with grocers, many of them complain that lithographed displays soil too easily, and a Chicago druggist, after commenting that he can't display a dirty card, asks why no manufacturer puts a cellophane cover over his displays.

Many request more material emphasizing the ethical side of the drug business.

Floor stands are popular if the druggist has space. Chicago: "Johnson & Johnson stands are good—the Band Aid ones, for example. We located it right in the center of the store. People were bound to see it. It lit up, was attractive. It was a good impulse display. . . . A floor stand is good if it is a help-yourself stand. Colgate offered one to us, came in every two weeks and cleaned it. As soon as we get through with our Christmas stands, we'll put it back." A Ft. Wayne dealer has strong ideas about the proper size and dimension of display pieces: "If they're not over three feet tall and 24 inches wide it's all right, since it doesn't cover your whole window so people can't see into the store. I don't like straight up and down cardboard displays—not attractive. There should be more than one dimension. Pepsodent has a good counter card. Counter cards keep the demand going. Of course we like our cards small, for space is a problem in drug stores."

Samples do not seem to be as popular as "deals." A Chicago dealer says, "The only way they're good is when they give us free goods. This idea of a new product coming out and no demand for it. . . . I've been stuck too many times. By free goods, I mean free goods to us, not the customer. Example: When Pepsodent came out with Chlorodent they gave us a couple of tubes. We ordered some and everybody was happy."

The druggists in the three cities seemed only lukewarm about tying in with consumer contests. Most of them offered good examples—but offset by bad ones. A Ft. Wayne druggist said, for example: "People just don't react. Personally it doesn't help us, although it may help the manufacturer. Prell Shampoo had a good one though. People could send in an empty tube and get another free—and they really bought. If you bought

the big economy size, they'd send another. We sold more economy sizes than ever before."

Several druggists told what they did to manufacturers they don't like and this comment from Ft. Wayne is fairly typical: "By the way, a product that renders a normal profit we try to put at eye level. But if we don't make much on an item, we'll put it on the top shelf."

### 3. What Appliance Dealers Say about Displays:

There is a job awaiting an attractive girl in the city of Ft. Wayne where the owner of a furniture store has a set idea on the best type of display. He says: "Why, if we could get a good-looking live model to sleep on a mattress in the window, it would be very effective. We just haven't been able to get one!"

Displays in furniture-household-radio stores stay up considerably longer than in grocery and drug stores, although possibly a furniture store on South Calhoun St., Ft. Wayne, is not entirely typical: "The average life of a display with us is three or four months. We had some Lane Cedar Chest things that were up damn near a year."

Agreement was generally uniform that good display pieces for such stores are ones "so that the ultimate consumer can readily visualize that same merchandise in her home, making it very simple for her to see how the units will look in her own personal surroundings." Others say: "We don't worry too much about window displays—the whole store serves as a display window. You can stand and see practically everything in the store from all angles."

Among examples of displays considered particularly good are: Houston: "Columbia Records has a good one advertising their operas. They've made a display that actually resembles the old-time opera billboards that you used to see. Hotpoint has done a very good job in these lighting displays. Each of its displays has blinking lights on it to attract attention." Ft. Wayne: "Capehart for TV-phono-and-radio, Pullman for their sleeper couches, Samson for their card tables." Ft. Wayne: "Lane Cedar Chests puts three lines of thought into their displays: Wedding, Girl with Hope Chest and Grandma putting away blankets. We have quite a call for Thayer baby furniture because you have the picture of the child and beautiful woman. That's going to attract a woman." Chicago: "International Harvester sends us good material every month and we have helpful advertising units

from Westinghouse and Admiral."

Although Westinghouse was complimented by that Chicago dealer, it came in for a panning from a Houston appliance dealer who says: "Many displays are dead. They don't state anything the customer doesn't already know. Westinghouse Refrigerator is an example. They spend oodles and gobs of money telling the public what they already know. Why don't they state something different? But there are exceptions. Wooster Rubber is one. They always put out neat, small counter cards—always in good color, too. And see that Telechron clock display? It's small, compact and on that particular display you can show 16 clocks, yet it doesn't take up any space. Most displays are too large." The same dealer says, "Libbey glass displays in most cases have turned out to be flops—too large, too clumsy."

Another Houston dealer says: "RCA had a bad one advertising 45 rpm records. It was made so damn clumsy that if you touched it, about 500 records would fall down off the display. . . . Most of the companies—RCA Victor, Columbia and even Hotpoint—send us too many displays in one pack. A small store like this can't use all of them and it seems like a waste of money. We take what we think is the best and throw the others away. But I must admit that the best display we've had so far was a Hotpoint display. Last summer we had very good luck on washing machines and dryers because Hotpoint sent us stuff that tied in with *Life* magazine ads. We were able to set up a window that almost duplicated the display in *Life*. When they spend a small fortune that way they should expect that dealers will tie in with it. Yet, if we used all the displays RCA Victor sends us, we'd have to throw out all the rest of the store!"

### Exclusive Franchises

Of course, in the appliance and furniture fields, exclusive franchises are a determining factor on displays in many establishments. A Chicago dealer says: "Where we have an exclusive franchise on a piece of furniture we give a display all the space we can, but where we do not have exclusive rights we just wait until the customer comes in and asks for it."

In this type of store, shelf and counter cards do not play as big a part as in food or drug stores, but there is a strong demand for the kind of card described by a Houston dealer as "laminated cards we get, four-color, about 14 or 15 inches

long, 9 inches wide—are the most effective things we have to put around on tables and chairs or on the floor . . . shelf and counter cards are good but we get so many of them in the mail each day that we throw most of them away. Sunbeam cards aren't good—too much writing." But a Chicago dealer on West North Avenue has a different idea about Sunbeam cards: "They're very colorful and useful, and Zenith is another very good example of color display."

Pretty women seem to be more in demand as models for displays in furniture and drug stores than in grocery stores. A Chicago dealer likes the displays of Sealy Mattress Co. because "they always have a picture of a very attractive woman—full-length—lying on a mattress. Naturally it's going to attract attention."

### Color and Movement

A Ft. Wayne dealer goes so far as to say, "I think women should be on most displays. I remember one where a woman was stooping over a stove. It got a lot of attention."

Complaints about big displays are less frequent in furniture and appliance stores. A Ft. Wayne dealer says: "In my store they can't be too big. We have more displays up now than we ever did. Mostly they're wall displays. But I wouldn't put a sign on a mattress—people don't want to see signs on top of mattresses." A Chicago dealer says: "A display must be alive to attract attention. It must stop the passer-by. We consider displays beneficial only when they are in color, such as the life-size type of figure that's being used today of a woman demonstrating or pointing to an item. Small black and white displays are not even seen by persons walking past the window and a number of our suppliers furnish us only with that kind. Some of our stove suppliers don't furnish us with any color displays."

And practically all of the furniture-household-radio dealers came out strongly in favor of displays with moving parts. Sample from Chicago: "We use moving displays because they attract attention—and that's what every merchant wants."

\* \* \*

Remember that the Sales Management-Gould, Gleiss & Benn inventory-survey on window and store displays will be continued in the issues of April 1, April 15 and May 1. Those installments will show what is being used—and why—in 450 food, drug and appliance stores (150 of each).

our advertisers won't  
let us talk about these  
point-of-sale results...



## radio plus point-of-purchase display

has brought results so impressive in New York and Chicago that our advertisers won't let us tell you about them.

*But contracts speak louder than words!*

Only a limited number of advertisers can be accommodated in the powerful combined radio-advertising and point-of-sale merchandising program available through **CHAIN LIGHTNING\*** on WNBC, New York and WMAQ, Chicago. And these advertisers who have tasted the amazing selling power of **CHAIN LIGHTNING** during its first months of operation have already renewed their schedules. Ask any of them if it has paid off!

Best Foods      Golden Mix      Sawyer Biscuit  
Gerber's      Piel's      Ruppert's

For those who can qualify for participation, WNBC's or WMAQ's **CHAIN LIGHTNING** strikes twice at their specific customers. It hits the housewife in her home through radio and again at the all-important point-of-sale through guaranteed in-store displays in the leading food chains in each market — numbering over 1,400 stores in New York and over 600 in Chicago.

For full details on how little **CHAIN LIGHTNING** costs and as to whether or not there are still availabilities in the plan for you, call your NBC Spot Sales representative or write for our booklets —

"CHAIN LIGHTNING in New York" ----->  
and "CHAIN LIGHTNING in Chicago."

\*TRADE MARK

# NBC Spot Sales

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Chicago   Cleveland   San Francisco   Hollywood

WNBC	New York
WMAQ	Chicago
WTAM	Cleveland
WRC	Washington
KOA	Denver
KNBC	San Francisco
WGY	Schenectady-Albany-Troy







**YOU START WITH A RESULT:** In this case, a toothsome concoction called "Chocolate Coconut Chiffon Ring." The products required are displayed below: Baker's chocolate, Baker's coconut, Knox gelatine. The dealer has good reason to give display space to merchandising packages of this kind.

## Wonderful one-dish dinner...

SERVES 4 AT ABOUT 18¢ A SERVING

### Ann Pillsbury's LONDON BEEF PIE

So quick...so easy

Here's the easiest meal you ever made. Crisp flaky crust—ready and "baked"—contains a savory gravy of lean beef and vegetables in rich bubbling gravy. All you need is a few minutes' time. Pillsbury Pie Crust Mix, and Dinty Moore Beef Stew.

**THE CHILL-BLENDED PIE CRUST MIX**

All you need is:

**DINTY MOORE BEEF STEW**  
and **Pillsbury PIE CRUST MIX**

THE CHILL-BLENDED MIX

Heat and shortening are included at one convenient time. This filling is a choice of delicious vegetables and delicious beef stew.

Heat MUSIC WITH THE HORMEL GIRLS Saturday, CBS

**NATURAL RUNNING MATES:** Hormel and Pillsbury get together to suggest London Beef Pie to harried housewives looking for a one-dish meal. Products: Dinty Moore beef stew and Pillsbury pie crust mix. Ad from "Woman's Day."

## Watch Related-Item Promotions: They're a Major Sales Trend

The beauty of the team-up idea: It makes good sense from the consumer's point of view. It automatically provides an advertising theme. It supplies strong leverage at the retail level to get counter, floor and window display.

BY LOWELL MAINLAND\* • J. Walter Thompson Co.

Despite the fact that the pace and pressures of competition in the food field today are stronger than ever before, sales managers are nevertheless finding productive areas of sales co-

\*Account Supervisor, California Raisin Advisory Board, California Olive Advisory Board and Washington State Apple Commission.

operation through related-item selling and tie-in advertising.

These two devices, while not new, have only recently assumed major importance by virtue of a "reason why" concept which commands retailer interest and sustains consumer sales. These values are in marked contrast to past related-item selling

which had a much more superficial display base.

This strengthened and provocative trend in selling and merchandising has sales managers everywhere sitting up and taking notice. A pectin product is being sold through wine promotions. Fresh apples are being merchandised with mayonnaise. Canned peaches are promoted with whipping cream or shortening or flour. These and hundreds of other joint promotions have opened new channels to sales, and many alert sales managers never before interested are wondering if the idea of related-item selling may not, after all, offer something for their products. Very likely it does.

How can a sales manager determine if his product is suitable for a joint promotional effort? How to go about developing a program of this

## Three Industries Hitch Their Promotion to a One-Dish Dinner . . .



. . . and a potent dish it is . . . backed by three sponsors, a half-million dollars and 30,000 retail stores, it is an example of the related-item promotional trend discussed by Mr. Mainland. Getting into the related-product promotional harness for a nation-wide "Winner Dinner" campaign are the Associated Blue Lake Green Bean Canners, Inc., the California Tuna Industry and the National Macaroni Institute, whose products are the main ingredient of the dish.

Aiming at greater consumption of their products, each participant is cooperating to finance merchandising activity that brings in: 5,000 newspaper and magazine food editors who are publishing food photographs, recipes and food articles; 350 radio broadcasters; 75 telecasters and 300 cooking school demonstrators; 10 million recipe leaflets for distribution; four-color full-page ads in national magazines; retail merchandising kits which contain 13 pieces of point-of-purchase material—pennants, posters, stack cards, shelf strips, price cards and recipe holders; newspaper ads by tuna canners and macaroni companies in their local areas under their own brand names. Common denominator throughout is the number 19—dish takes 19 minutes to prepare, costs 19 cents a serving. Launched March 1, the campaign extends through April.

type? Are there pitfalls? Has the idea a future?

Before attempting answers to these questions it will be helpful to glance at the circumstances which have inspired joint promotions.

Today 53% of the food stores in America are entirely or semi-self-service and do 84% of the retail food store business. It is to these stores that the sales manager must sell in volume, in order to do a profitable business. Yet, these giant super markets and self-service stores have created two major problems for manufacturers. The first is the virtual elimination of personal selling by the retailer. As a result, compensating point-of-purchase display is more essential than ever—and so we come to problem number two: With the vast increase in the number of items stocked in the open there is less display space available, and competition for such space is intensified.

The need then is two-fold: (1) The manufacturer must sell (through his advertising and merchandising) *direct to the consumer*. (2) The manufacturer must "pass the ammunition" to his own representatives to

enable them to compete for point-of-purchase display space and other retail promotion.

The philosophy underlying sound advertising and selling is that "advertising moves the consumer toward the product and merchandising moves the product toward the consumer." While it has always been recognized that these two forces have a common objective—to move merchandise off the shelves—they have been normally regarded as more or less separate operations. To meet today's need, however, it is essential that merchandising be an inherent factor *within the advertising*. In other words, merchandising starts in the *initial stage*, with the *advertising to the consumer carrying the brunt of the job*.

Since this reasoning applies generally to product selling, a sales manager may ask at this point, "What has this to do with related item selling?" The answer, I believe, is that merchandising, to be effective, must have a "reason why" back of it. The teaming or "relating" of two or more products often provides this vital selling impetus. "XYZ Mayonnaise for salads" may stop short of making the

sale. "Mayonnaise tops a delicious apple salad" completes the picture, follows through with the consumer. Again, from the retailer's point of view, there may be little or no inducement for him to build a separate, new display of mayonnaise alone. But a joint display of mayonnaise and apples offers the retailer a dual opportunity: first, to move two products in place of one; second, to increase profit and volume intake on both products.

### Whose Products Are Suitable for Joint Promotion?

A sales manager may ask: "Are our goods suitable for a joint promotion with some other non-competing item or items?" If the answer is yes—or probably—the next step will be to look for a selling mate or mates: Here, experience has brought out three basic rules:

1. The products teamed together must be "natural" companions. They must belong together.
2. Any items teamed together must have equally good distribution.

3. It is advisable to limit joint promotions to two products, but never more than three.

"Naturals" for joint promotion are, first of all, items which *consumers associate together*, either by tradition or usage. Some which come readily to mind, and which have been merchandised together thus far are in the food and beverage fields: pancake flour, syrup and bacon; apples and cheese; cheese and crackers; beer and pretzels or canned meats; port wine; cheese and apples; pectin, sugar and wine to make wine jelly; shortening, flour and Brazil nuts (or raisins) for baked items; cream cheese, raisin bread and olives for sandwiches.

Items for joint promotion *must also be "naturals" for the retailer*. Ideally, from the retailer's point of view, such a combination features two strong *volume* items, each with a reasonable profit, or one strong *volume* item (with at least a fair profit) combined with a high-profit item whose volume can be developed.

Good examples of the fair-profit, strong-volume item combined with a high-profit item are flour and raisins; cheese and wine; sugar and fresh fruit. By contrast, the combination of flour and sugar, each of which has strong volume but low profit, offers less inducement to the retailer.

A secondary point is that the items must go together readily in a physical sense. Jars of salad dressing can be displayed with fresh apples but under present-day conditions it would be more difficult for the retailer to build a point-of-purchase display of, say, fresh fish and lemons.

#### Brand Combinations

There have been many successful joint promotions of two brand products—sometimes even three, as in the breakfast promotion last fall jointly sponsored by Corn Products, General Foods and Armour. Also, within this sphere of related item *brand* advertising and merchandising are variations, such as the recent campaign which featured two Borden products (mincemeat and instant coffee) with General Mills Crustquick.

When two or more *brands* are brought together, it's a pretty good rule that there should be equality in what each has to offer, and equal give-and-take all along the line. To illustrate: A couple of years ago Roma wine joined with Pepsi-Cola Co. on the latter's Effervesce, to promote wine-and-soda summer coolers. Both companies had national distribution; each had a strong merchan-

dising sales force in the field. The result was that Roma salesmen were busy in grocery stores setting up displays of their wines with Effervesce, and Pepsi-Cola men were adding Roma Wine bottles to soda displays, thus instantly doubling the field forces of both companies.

#### Brand and Industry Combinations

In the field of related item selling and advertising, the most happily married pairs appear to be those in which one is a well known *brand* product (Kraft, General Mills, Pillsbury Mills, Best Foods, General Foods have been leaders.) and the other an industry product (wine, beer, glass bottles, Cling peaches, fresh fruit, olives, raisins). Here are the reasons:

By and large these varied industry products are high-profit items whose volume can be developed. Thus they are of special interest to the retailer.

Second, the industry product satisfies the national distribution requirement. There are raisins everywhere, though probably only one or two *brands* of raisins have all-over distribution. (The retailer likes this too, because he can move any raisin brands he has on his shelf.)

Third, with only one brand featured, the manufacturer has greater opportunity to maintain his brand identification.

We have said that one of the objectives in related item selling is to achieve more or better merchandising at the retail store level. It follows then that, in general, there is not much to be gained by two industry groups trying to promote jointly, since most of these groups share the same weakness—limited sales forces or field men. Industry groups, therefore, can almost always gain by teaming up for long- or short-time promotions with an established brand; manufacturers can develop excellent deals with industry groups whose prestige (product acceptance) and distribution provides a "hook" for setting up special displays and getting extra sales promotion back of their products.

#### Who Starts It

"Who starts these deals?" a sales manager will ask. There isn't any set formula. The industry groups have initiated or at least stimulated the idea of many of the successful joint promotions. Now that the opportunities are widening, many manufacturers are on the lookout for related-item tie-ups and willing to be approached. Advertising agencies often bring likely pairs together as

we have done for a number of our clients.

For example, last fall we developed some preliminary ideas for the California Raisin Advisory Board, and arranged meetings with selected food manufacturers whose products we considered to be likely running mates. As may often happen, our first suggestions were discarded but they had served to get the ball rolling, and out of the discussions there emerged several mutually attractive promotions.

One of these, developed with Pillsbury Mills, was for a Lenten drive on hot cross buns—with raisins, of course. This will break with a four-color spread in *Life*, jointly sponsored by Pillsbury and the California raisin industry. Copy was worked out in an exchange of ideas between Pillsbury and its advertising representatives, and the Raisin group and our agency, until a final form was agreed upon. Art and mechanical production, in this instance, were handled by Pillsbury. Members of the Raisin group will carry this promotion to the retail trade through their brokers and field men, and through business paper advertising. Simultaneously, Pillsbury's merchandising force will also be merchandising to the retailers.

Another illustration of the manner in which such promotions get started also involves raisins—this time with a breakfast cereal, and on a regional rather than a national scale. We initiated the exploratory talks which opened the way and ultimately resulted in a joint campaign to promote Sperry Wheat Hearts and raisins. For this regional promotion consumer advertising will run in Pacific Coast metropolitan newspapers. Sperry will put its entire force of merchandising men behind it on their side, while the Raisin group will back it up on an industry basis, and with all-out individual packer and broker tie-ins. The raisin industry and Sperry together will produce point-of-purchase advertising materials.

A variation of formalized cooperation is a tie-up between Pet Milk Co., longtime, successful advocate of related-item selling, and the California Olive Advisory Board. This is a Lenten promotion developed around a tuna casserole made with Pet Milk and ripe olives, and presents Fibber McGee and Mollie's own recipe for a "Tuna 'n' Olive Super Supper." Each of the sponsors will feature the same dish in its own advertising, in its own list of media—the Olive industry using magazines and Pet Milk its Fibber McGee and



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MARCH 15, 1952

45

Mollie and Mary Lee Taylor network radio programs. The program will be promoted to the trade by Pet Milk salesmen and the Olive Advisory Board's field merchandising staff. At the retail level this work will be supplemented by business paper advertising and mailings.

### Informal Tie-Ups Work, Too

Not all of the opportunities lie in formal plans involving cooperative or complementary related-item advertising and merchandising. Some informal related-item promotions are proving to be fine sales builders, too. During the past year the California Olive Advisory Board used business paper advertising to encourage retailers to merchandise ripe olives with various casserole and sandwich "makings" (canned foods, bread, spaghetti, macaroni). Brand salesmen for any of these products (local or regional) were thus provided with a lead—a door-opener—a valid reason for the store operator to build special displays.

A tie-up last fall between Kraft's Philadelphia Cream Cheese and Raisin industry, was another informal arrangement. The Raisin group ran two half-page advertisements in several of the women's magazines, in which the art illustration and copy brought together raisins and cream cheese. The layouts were brought to the attention of Kraft Foods Co. executives who liked the combination so well they adapted the raisin art and used it in their own advertising for Philadelphia Cream Cheese.

These informal joint promotions, in which publication advertising or point-of-purchase material for one product mentions another, have endless possibilities for stepping up special promotions and displays at the retail level. Nor is this informal relating of natural diet companions new. The new aspect is the planning—the deliberately considered informality.

### Advantages—and Pitfalls

An outstandingly successful pioneer in related-item promotions offers this as a yardstick: Don't go into a joint promotion unless it is something you would do just as energetically unaided: If and when you go into a related-item campaign, put your sales organization back of it, particularly at point-of-purchase.

The end aim of related-item promotions is to increase sales. The advantages, as we have emphasized, are that the merchandising reaches the consumer right from the start (in the

advertising) and continues through to the actual point-of-purchase, carrying in its wake more and better retail advertising and store display. Experience has shown that the good effects of such promotions do not by any means end with the one in question. The retailer, educated to the technique and convinced by the results he has obtained, will develop such promotions on his own. We've seen it happen.

Now, for the pitfalls: In the case of the integrated or matching advertising of related items, caution must be exercised at all times. The deal increases impact—but it may also decrease the possibility of doing as strong a selling job for your own product. In our experience we have found it advisable always to include strong selling copy on the product itself, not just the combination.

Moderation is a good rule: If a company plans to run, say, six color pages of advertising during a year's time, our thinking is that not more than one or two of these should be devoted to related-item campaigns. First, because (as noted above) there may be some sacrifice of brand or product identification; second, the short term "special drive" impact lends a powerful push.

Time is essential for the working out of good promotions. Start well ahead. Some products, such as perishables, which can not forecast distribution far ahead, may never find cooperative promotions feasible, except on an informal basis.

### What Results Can Be Expected?

Case histories of individual joint promotions which have appeared in SALES MANAGEMENT have given factual testimony to the effectiveness of the related-item advertising-and-merchandising. Another instance may prove interesting.

In 1936 the canned salmon industry, faced with surpluses, organized into a voluntary packers' cooperative to do an advertising and merchandising job. Lacking a staff of field men they had to rely solely on advertising and publicity—the creating of demand. A dealer display contest was organized in connection with a salad promotion, with the thought in mind that displays of canned salmon would sell the product. But, you can't make a salad without dressing—and when you put salmon and dressing together in a picture of an appetizing, tempting dish, you have an even better sales tool. So, we here at Thompson, acting for the salmon industry contacted several mayonnaise producers and pointed out the opportunity for

some effective merchandising in stores. The Best Foods people responded enthusiastically and display material which dramatically teamed the two products was produced. This tied in with the dealer display contest and some 150 Best Foods wagon men took the joint promotion to the trade.


And this brings up another point: As everybody in the food business knows, it's not easy to get retail displays on specialty items. It's generally considered good if you get one in 10 *because the idea has been implanted to some extent in the other nine*—many of whom will later find themselves featuring canned salmon and mayonnaise together in *their weekly shopping advertising* and even building their own store displays around the two products.

During the period of this canned salmon-mayonnaise promotion, sales of both products were up by as much as 50 to 80% in some stores. It is reasonable to credit the promotion for a proportion of these increased sales although the long-range gains in this—or in any promotions of this nature—are not specifically measurable. The important thing is that you've stimulated the retailer to do a better job of merchandising your product.

### Has the Idea a Future?

We have talked principally about related-item promotions in the food field since this is where most of the experimenting has been done. It may be that the greatest future for cooperative advertising will continue to be with foods, and beverages to accompany foods. But there are possibilities in many other fields which those closest to them will quickly see. In the fashion world, where there have long been many informal tie-ups, there would seem to be many naturals for planned advertising and promotion of related items, either within the fashion group (shoes and suits, suits and handbags, etc.) or in the allied fields of jewelry and leather accessories—handbags and compacts; handbags and billfolds and so on. The drug industry should find opportunities more varied and less obvious than toothpaste and brushes. Likewise, the home furnishings and home decorating industries.

The really big opportunity lies in what all producers and manufacturers wish to accomplish—to provide retailers with logical, *attractive, profit* reasons for merchandising given products, at the same time contributing vigorous advertising-merchandising impetus to help retailers toward more resultful selling.



**WITH THE PUSHING PACE OF BUSINESS** today, a man's business problems won't wait. Competition won't stand still... stiff inventories won't keep... or costs stay put. New products and techniques follow each other so fast a busy man *must* keep pace with his field, no matter how crowded his business day. That's why so many of the **Best Informed Men in every Field** take their business papers home to read.

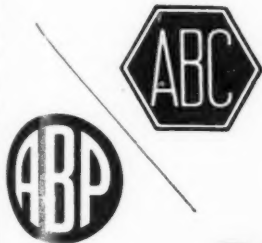
Fact is, about six out of every ten business paper readers read the business press at home, according to four studies made so far by the ARF\*. This includes the home subscribers (9 out of 10 of them read *every single issue!*)... plus about one-third of the office subscribers, who report they read their copies at home.

Of course, a busy man reads his business paper regularly... even if it takes after hours time. In any industry, any marketing area, any profession, there's *no other place* where he can get a continuing stream of current information and fresh ideas on the one subject that interests him most—his own business. He not only reads his business paper; he reads it thoroughly... editorial and advertising. The editorial pages prime him with ideas... start him planning... tell him how... send him to the advertising pages to find the products, materials and services he needs. To be fully posted, he reads both!

That's why the business press can muster so much concentrated buying power in such compact and keenly interested audiences. In fact, this is the specific function of the business press. It's why you can sell more of any product... at lower cost... when you sell in the business press *first*—to the **Best Informed Men in your Field**.

\*ARF's "Continuing Study of Business Papers" is sponsored by ABP. Write for a showing of the ABP film, "Research Looks at Business Paper Readership."

Best estimates indicate advertisers will spend close to \$300,000,000 in the business press in 1952. That's a whale of a lot more than in women's magazines, or general or farm magazines... and within an inch of their total investment in the weeklies! This is one more proof of the weight advertisers give to advertising direct to business... in business publications. Looking closer, you'll find ABP papers out in front in practically every field. They're all paid circulation, ABC-audited papers, of course. Even more important, they're pacing the field... working together for better editorial performance—and to help advertisers get bigger results from their business paper investment. Always look for the ABP-ABC symbols when you build your list.



## THE ASSOCIATED BUSINESS PUBLICATIONS

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# What Do Your Salesmen Think Of Your P. O. P. Advertising?

Manufacturers' salesmen want point-of-purchase. Nearly 90% of 676 men in 36 companies in 12 industries stress its importance in helping them sell. But they tell ANA a lot of ways to make p.o.p. promote more productively.

BY LAWRENCE M. HUGHES

Salesmen are sold on point-of-purchase advertising.

Sixty-two per cent of 676 salesmen of 36 manufacturers in a dozen industry groups, surveyed by Association of National Advertisers, say store display efforts are *very important* in helping them to build sales.

Twenty-five per cent more of these men call p.o.p. of *some importance*.

Only 10% of all of them regard this advertising medium as *not too important* . . . and only 3%, *not important at all*.

Nearly all of the salesmen who attach no importance to p.o.p. are "industrial" men. Those in the other 11 groups—all of them selling consumer goods—range from 98% to 80% in emphasizing varying degrees of need for this medium.

But the fact that they want and need p.o.p. does not mean that they approve the ways in which their companies have gone about developing it: They make, for example, a total of 1,659 suggestions as to the kinds of p.o.p. material retailers will use.

And at the same time, many of them seem over-optimistic in estimating the extent to which retailers already are using this material.

Consider the findings in two surveys:

Of 300 food, drug, appliance, hardware, furniture and department stores surveyed in 1950, 67% reported using less than half of window display material and 76% less than half of counter display material received from national advertisers. In other words, these retailers said that the bulk of this material is *wasted*.

On the other hand, nearly two-thirds of the 676 salesmen, surveyed in 1951, said that more than half of all such display material is *used*.

Both studies were made by the

Merchandising of Advertising Steering Committee of the ANA. High spots of findings in both were reported by SM—the retailers' study in "Put Your Punch in P.O.P.!" March 15, 1951, and the salesmen's as one part of a broader study, "Are Your Salesmen Sold on Your Advertising?" February 1, 1952.

On the latter, Donald B. Hause of Armour & Co., Chicago, committee chairman, says that salesmen's estimates of retailers' use of p.o.p. materials are "highly unrealistic."

Such disagreement, however, does

not detract from the importance of the medium. It only emphasizes how badly, in many cases, p.o.p. is still being used.

Thus the opinions of these salesmen on p.o.p.; on the kinds of material they think their retail customers want, and the kind of p.o.p. cooperation they need from their companies to help retailers sell, may be worth separate and more detailed analysis.

One question of the ANA Committee was:

*"How important do you believe your company's store display materials are in helping you build sales?"*

In seven of the 12 groups—soft and hard beverages, home furnishings, silverware, gasoline and oil, tires, and miscellaneous—all of the replying salesmen find them more or less important. (See table below.)

Excluding for the moment the 91 industrial salesmen participants—whose products may be higher in cost, less widely sold, less frequently bought, less subject to "impulse" buying, or harder to display—585 salesmen reply to this question. Of these,

How Salesmen Rate P.O.P.'s Importance

Industry	Very Important	Of Some Importance	Not Too Important	Not Important at All
Foods — Groceries	68%	21%	8%	3%
Soft Beverages	81	15	4	—
Hard Beverages	76	15	9	—
Drugs and Cosmetics	58	28	14	2
Home Furnishings	72	19	9	—
Household Equipment	58	36	5	1
Clothing — Textiles	55	27	14	4
Silverware	76	22	2	—
Oil and Gasoline	46	46	8	—
Tires	62	22	16	—
Industrial	43	25	15	17
Miscellaneous	70	10	20	—
Total	62%	25%	10%	3%



**EVERYONE'S TALKING** about "Operation Piggy-Bank." This inspired merchandising brain-child . . . sired by McKesson & Robbins, out of Crowell-Collier, with the blessings of 15 national manufacturers . . . has just broken in 11,000 drug stores and in 54 full pages in Colliers, American Magazine, and Woman's Home Companion during March. "Operation Piggy-Bank" was created to promote the sale of economy-size drug products, through the local drug store; and this little piggy has really gone to market.

**A WORD ABOUT** Gibraltar's contribution to "Operation Piggy-Bank." Three words, in fact: Design, Manufacture and Service . . .

**WE DESIGNED** a floor-stand and a five piece window-display to give star billing to each one of 15 different products. We manufactured both units to take plenty of punishment and still keep smiling. We use only super-sturdy corrugated board with the silken Gibraltar finish . . . We serviced "Operation Piggy-Bank" all the way: collated, packed and shipped 330,000 dummy packages, 11,000 window displays, 11,000 floor-stands and 275,000 "Operation Piggy-Bank" certificates. From the word "Go!" through delivery, less than seven weeks elapsed. That was good!

*The manufacturers represented in "Operation Piggy-Bank" are:*

Bauer & Black  
Block Drug Co.  
Bristol-Myers Co.  
Emerson Drug Co.  
International Cellucotton Products Co.  
Johnson & Johnson  
Lambert Pharmaceutical Co.  
Wildroot Co., Inc.  
Lavoris Co.  
Lever Bros Co. (Pepsodent Div.)  
Miles Laboratories, Inc.  
Pharmaco, Inc.  
Serutan, Co.  
Tampax, Inc.  
The Mennen Co.

**WE'RE REAL PROUD** that Gibraltar MD\* performed "Operation Piggy-Bank."

**WANT TO TALK ABOUT YOUR OPERATION?** Call or write for our brochure; it'll tell you all about Gibraltar MD.\*

**\* Merchandising Display . . .**



Lithographed sheets for center-piece of window-display and top copy panel of floor-stand, by Spurgeon-Tucker, N. Y. All installations by Haugan Adv., Inc., of Detroit, Mich.

# GIBRALTAR

## CORRUGATED PAPER COMPANY

8101 Tonnelle Ave., North Bergen, New Jersey  
Telephone LOngacre 5-3405, N. Y. or UNion 3-4700, N. J.

372 call p.o.p. *very* and 142 *somewhat* important. Thus 514 of the 585—or about 88%—need it.

Those who find p.o.p. *very* or *somewhat* important include 63 of all 71 food and grocery salesmen replying; 44 of 46 soft beverage and 42 of 47 hard beverage salesmen; 82 of 97 in drugs and cosmetics; 39 of 43 in home furnishings; 62 of 67 in household equipment; 45 of 55 in clothing and textiles; 40 of 41 in silverware; 24 of 26 in gasoline and oil; 65 of 77 in tires, and eight of 15 in miscellaneous industries.

Among salesmen in all industries who consider p.o.p. *very* important, the principal reason—mentioned 118 times—is that it “*ties in with national advertising at point-of-sale.*”

And among those who say it is *somewhat* important, this reason is given 17 times. The reason is mentioned by some salesmen in all fields, including industrial. But it is cited most often by hard and soft beverage men, and least often by those in “miscellaneous,” silverware, industrial, gas and oil, and home furnishings.

The next most-mentioned reason—of 107 in the *very* and 11 in the *somewhat* important groups—is “*increases volume where it is used,*” through “*impulse sales.*” Emphasized most by food and grocery salesmen, it is referred to by men in all groups. Those who note it least often are in the miscellaneous, industrial, home furnishings, and gas and oil fields.

Third ranking reason—that store displays are “*spotlights and eye-catchers . . . create interest . . . attract attention*”—draws 76 of the “*very*” and 20 of the “*somewhat*” important voters. Proportionately it is strongest among food-grocery and tires men; weakest in hard beverages and silverware—where no salesmen at all mention it.

### Salesmen Find “Waste”

Despite the majority report that the bulk of displays provided by their companies are used, the “waste” factor causes concern.

Both from salesmen who regard displays as more and less important comes the reaction that “*a large percentage of stores will not use the materials.*” There is “*too much waste.*”

All told, “waste” is mentioned by 106 salesmen. Twenty-five of the 97 repliers in drugs and cosmetics and 14 of the 55 in clothing and textiles emphasize it. Although only one-sixth of the industrial salesmen refer to “waste” specifically, several point out that their companies’ displays are

“not applicable” to the products.

In addition, 19 industrial men give no reasons for their ratings of p.o.p. Half of the men in clothing and textiles either find considerable waste or are not sufficiently interested in the medium—even when they say they like it—to say why. Other large “no reason” groups are drugs and cosmetics, home furnishings and silverware.

In contrast, the soft and hard beverage salesmen, who report little waste, also are practically unanimous in giving reasons for supporting p.o.p.

Apparently, the sales and advertising managers of these companies have done a better job, both in developing displays which retailers will use and in educating their salesmen on the part p.o.p. plays in their programs.

### 15% of Budget for P.O.P.

*“How many cents of each dollar spent on advertising do you think your company should spend on national advertising, local advertising and point-of-sale material?”*

The entire group of salesmen would spend an average of 60 cents of each dollar for national, 25 cents for local, 15 cents for p.o.p.

For point-of-purchase, 43% of all would spend less than 20 cents; 38% would spend from 20 to 39 cents; 6% from 40 to 59 cents; 1% from 60 to 79 cents, and none more than 80 cents.

However, 12% of all 676 salesmen either don’t know or don’t reply—and in certain industries the proportion of these may be high enough to alter standings. Among “miscellaneous” salesmen, for instance, 40% fail to reply. In clothing and textiles the non-repliers number 20%; in drugs and cosmetics, 16%; hard beverages and industrial, 13%; home furnishings, 12%, and foods-groceries and household equipment, 10%.

On the other hand, about 95% of gasoline and oil and silverware salesmen, 93% in soft beverages, and 91% in tires answer the question.

Among all 12 groups, soft beverage salesmen would devote the largest share of the total advertising dollar to p.o.p. Thirty-two per cent of these men would spend 40 cents or more and 82% of them 20 cents or more for it.

Of the drug and cosmetic salesmen—and 16% in this group did not reply—14% would spend 40 cents or more and 60% would spend 20 cents or more in this medium. Ten per cent of hard beverage salesmen would spend 40 cents or more and 59% would spend 20 cents or more in it.

Most food and grocery salesmen would put in p.o.p. more than 20% of their companies’ entire budgets.

Silverware and gasoline and oil salesmen both divide about evenly between those who would spend more and less than 20 cents of the dollar. Those in two groups *lean* toward spending less than 20 cents: the home furnishings men 49% less to 39% more than 20 cents, and the household equipment men, 49 to 41%.

The smallest share-of-dollar for p.o.p. would come from the tires and industrial salesmen, who stand almost two to one for spending less than 20 cents in it, and from the clothing-textiles and miscellaneous men, more than three-fourths of whom are in this lowest bracket.

Incidentally, the salesmen who would spend proportionately more in “local” advertising—newspapers, spot radio and TV, outdoor posters, etc.—are in gasoline and oil, tires and household equipment. Those who would devote the largest single share to “national” advertising—magazines, network TV and radio, etc.—are, in order, in foods and groceries, home furnishings, drugs and cosmetics, silverware, industrial, and clothing and textiles.

### “Interior” Leads

*“What kind of store display material do you consider most effective in increasing sales?”*

To this question 594 of the salesmen make a total of 1,659 replies.

Some 953 of their suggestions are for interior materials; 347 for window and other exterior materials; 195 for “package, sales, advertising and merchandising ideas,” and 164 are included in “general suggestions.”

Excluding the 25 gasoline and oil salesmen who reply to this question—but who, for obvious reasons, favor exterior materials by a five-to-one ratio—the 569 repliers in the other 11 fields vote more than three to one for various kinds of *interior* materials.

Among 188 suggestions by 68 food and grocery men, interior suggestions hold a five-to-one margin. Types of interior material which the men in this industry mention most are, in order, banners, posters, shelf-markers, counter cards, and pennants and streamers. Only 14 want window displays, as such, but others would put posters and banners in the windows. Their principal p.o.p. “merchandising ideas” are recipe folders and price tags or cards.

Forty-six soft beverage salesmen make 151 suggestions—99 of them



THROUGHOUT PHILADELPHIA, THE NATION'S 3rd MARKET, THE KEYNOTE IS

# Expansion



NEW BUILDINGS FOR BUSY INDUSTRY  
ARE SPRINGING UP CONSTANTLY IN THIS  
THRIVING AREA.

NEW \$8,000,000 BUILDING FOR SMITH, KLINE  
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PHILADELPHIA'S INDUSTRIAL GROWTH

Recently constructed, this combination of plant, laboratories and offices, is one of the most modern and complete pharmaceutical buildings in the world. Similarly, all through the Nation's 3rd market, there's tangible evidence of the multi-billion dollar expansion that's going on.



INQUIRER ADVERTISING IN 1951  
REACHES AN ALL-TIME PHILADELPHIA HIGH  
OF 36,894,000 LINES

THE INQUIRER, PHILADELPHIA'S FIRST  
NEWSPAPER, MATCHES THE AREA'S GIANT  
FORWARD STEPS WITH CONTINUED PROGRESS.

The only Philadelphia newspaper to show a gain in 1951, THE INQUIRER boosted its advertising lineage by 875,000 lines. Leading the 2nd newspaper by 6,735,000 lines. Year after year, THE INQUIRER has kept its undisputed first place in Philadelphia.

Now in its 19th  
Consecutive Year of Total  
Advertising Leadership  
in Philadelphia!



## The Philadelphia Inquirer

*Philadelphia Prefers The Inquirer*

Exclusive Advertising Representatives: ROBERT T. DEVLIN, JR., Empire State Bldg., N.Y.C., Longacre 5-5232; EDWARD J. LYNCH, 20 N. Wacker Drive, Chicago, Andover 3-6270; GEORGE S. DIX, Penobscot Bldg., Detroit, Woodward 5-7260. West Coast Representatives: FITZPATRICK & CHAMBERLIN, 155 Montgomery St., San Francisco, Garfield 1-7946 • 1127 Wilshire Boulevard, Los Angeles, Michigan 0259

for interior materials. In order of preference, they ask for counter cards, mass product displays, easels, banners, display stands. Sixteen want window display materials, and six decals. Among merchandising aids, they mention price materials and bottle tops and collars.

The 136 suggestions of 47 hard beverage men include 82 interior. Counter and floor displays lead 21 different types of interior materials—but these two leaders are outnumbered separately by window displays. Several salesmen want "give-aways."

The 97 replying drug and cosmetic salesmen make 165 interior, 60 exterior and 29 other suggestions. The interior are chiefly for counter units and displays, floor stands and cards, counter units and displays, floor stands and displays, banners and streamers. Fifty-four urge window displays, and 16 permanent interior display fixtures.

Among 106 mentions by 43 home furnishings men, streamers and banners lead the interior list—followed by blow-ups of national ads, easel and cardboard displays. Twenty suggest window and other exterior aids, including window streamers and cards, window backgrounds and flasher displays. Six name display packaging and fixtures.

The 184 requests of 67 household equipment men are topped by interior banners, then window displays, interior show cards, animated window signs, "spot displays." Several mention the need for "literature" and price tags.

### Some Want "Windows"

Fifty-five clothing-textiles salesmen offer 140 suggestions. Although the over-all ratio of interior to exterior is three to one, 32 votes are cast for different types of window materials—predominantly window cards and displays. The No. 1 interior request, by 15 men, is for blow-ups of national ads.

These blow-ups rank second to counter cards—14 to 7—among interior requests of 41 silverware men. Sixteen of their total 100 mentions are for window displays. Several want consumer folders and give-aways. Among general suggestions, 18 cite movable displays.

The gasoline and oil salesmen want primarily window displays and pennants. Their first "interior" suggestion is for display racks.

On the other hand, the 70 tire men (whose customers get out of their cars) emphasize interior banners, posters and streamers, and then "sea-

sonal window displays" and animated displays.

Only 54 of the 91 industrial salesmen reply specifically to this question. Their main requests are for interior display boards and posters and banners, and for product displays. Twenty-two ask for window displays, exterior signs, etc. Other suggestions are for samples, animated displays, product literature.

Only eight of the "miscellaneous" men answered. Their 15 scattered mentions indicate no trend. . . .

Although *purchase* is the purpose of all promotion, and point-of-purchase largely must justify and clinch all other advertising efforts, very few salesmen, in answering this question, urge the need to tie in other advertising at the store.

In fact, of the total 1,659 suggestions by salesmen in all 12 industry groups, only 63—or about 3%—request such things as blow-ups or reproductions of their company's national or local ads. And in three groups—gasoline and oil, industrial and miscellaneous—no salesman makes this suggestion.

### Few Reprints Requested

Two-thirds of all who seem to recognize the need for these tie-ins come from the 154 repliers in clothing and textiles, home furnishings and equipment. But even so, it occurs to only 40 of them.

Of the others, seven are in silverware; five each in soft beverages and in tires; three in foods (two of whom urge tie-ins with *local* advertising); two in drugs-cosmetics, and one in hard beverages—who wants "TV and radio banners."

*"What percent of your company's store material is actually used in the retail store?"*

Of all 676 salesmen, 35% believe that from 80 to 100% of this material is used. Twenty-two per cent more think that at least three-fifths of it is used.

Only 28% say that less than 60% is put to work by the retailers.

These proportions may be changed by the fact that 15% of all the men don't answer. The non-repliers dominate the miscellaneous and industrial groups—with 58 and 42%. They are also a substantial part of five other groups—hard beverages, silverware, home furnishings, soft beverages and clothing-textiles, where they range from 21 to 13% of group totals.

But in foods and groceries, drugs and cosmetics, tires and household equipment, only 6 to 3% of the salesmen don't answer. Midway between

are the gas and oil salesmen, 8%.

The high-reply groups *may* have a clearer idea of what is happening to their companies' p.o.p. material in the stores.

Yet despite 15% non-repliers, 70% of soft beverage salesmen say that 80% or more of their display materials are used.

Next in line in indicating that *four-fifths* or more of p.o.p. is put to work, are the tire salesmen, 47%; hard beverage men, 43%; household equipment and gas and oil, 42%.

Those who believe retailers employ *three-fifths* or more of displays at their disposal also are led by the soft beverage men, with 77%—followed by gas and oil, 73%; tires, 70%; foods, 64%; hard beverages and household equipment, both 60%.

At the other end of the scale, those who say that *less than two-fifths* of these materials are used stand highest in food and groceries with 20%; industrial, 19%, and drugs-cosmetics and silverware, both 17%.

*"Does your company supply you with tie-in, store display material in time for you to arrange for its use by dealers in connection with your major promotions?"*

Eighty-nine per cent of the men in 10 industries who answer this question say *Yes*.

(This page of the questionnaire to silverware salesmen was torn off. Only four "miscellaneous" salesmen answer it.)

The ones who indicate that they *always* get this material in time are led by soft and hard beverage and drug and cosmetics salesmen, each with 96%. Also near the top are salesmen of home furnishings and clothing and textiles, 95%; foods and groceries, 94%; tires, 93%; household equipment, 91%, and gasoline and oil, 88%.

### Worst Cooperators

Worst company cooperation in such programs is reported by industrial salesmen. Only 63% of them say they *always* get this material in time. Thirty-one per cent of them *sometimes* get it in time. And 6% say they *never* do.

The industrial men dominate the 2% of all in the 10 fields who indicate that they *never* get p.o.p. material on time. This is reported by 3% of salesmen in foods and groceries, by 2% in tires, and 1% in drugs and cosmetics.

All the men in the other seven groups say that they get this material—either always or sometimes—on time.

# Pathfinder sells ideas where ideas are wanted



People buy ideas first . . . sales of merchandise follow. By its editorial content, Pathfinder seeks out people who are looking for ideas. Twice each month, to a nationwide family audience of thinking men and women, Pathfinder brings news and views on products and people, business and Government.

No other magazine of comparable character majors in Pathfinder's market . . . a market where more than half the home-owning families of America live . . . families who have great needs and great buying power.

If you sell products or services through ideas, Pathfinder will extend your coverage into an important new market of thinking people. That is why an ever-increasing number of important companies are adding Pathfinder to their national advertising programs.

*Graham Patterson*  
Publisher

Washington Square, Phila. 5, Pa.

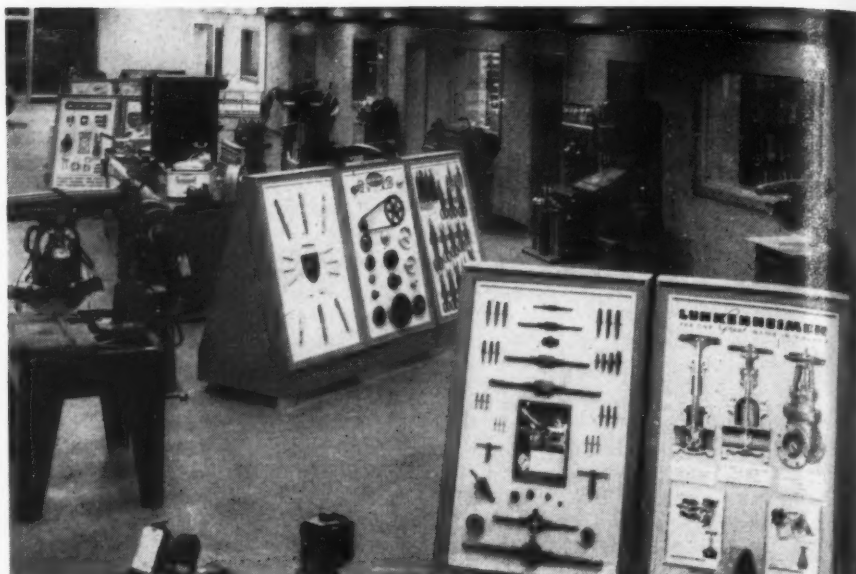


**Reach More Thinking Americans . . . Buy**



## IN SHOWROOMS

... more display opportunities—now



## ON COUNTERS

... reminder for a "hidden" product

# What Kinds of Displays for Mill Supply Showrooms?

Is there a place for them in today's industrial distributor merchandising? Can they produce store traffic and impulse sales? Are you neglecting these sales opportunities?

**BY LOUIS H. BRENDL**

*Merchandising Director, James Thomas Chirurg Co.*

The value of point-of-sale displays to industrial distributors is influenced by the following factors:

**1. Location of the Distributor's Place of Business:** This determines the amount of traffic past his store, which in turn establishes the usefulness of his windows for displays. More industrial supply distributors are moving from older downtown buildings to new, spacious buildings with big display windows and large floor display space.

**2. Type of Distributor:** Whether or not a display proves profitable depends on the kind of distributor. For example: many large hardware distributors have mill supply departments in which displays help sell in-



**HERE IS THE PAY-OFF!**—zillions of little cash register tapes, every day. Each a mute evidence that **EYE-O-MATIC COLOR** is on the job—catching eyes, winning interest, creating desires, stirring emotions, and causing buying hands to reach, take and pay for.

## PAYOFF at POINT of SALE

**THAT'S THE DAILY STORY** of big-volume marketing—involving the products of hundreds of U-S customers, whose mounting sales are supported by all the forms of **EYE-O-MATIC** packaging and advertising materials.

**THE POINT-OF-SALE** is the point of focus for every successful product. Hundreds of manufacturers have used **EYE-O-MATIC** selling support for many years—in the form of labels, folding cartons, point of purchase displays, outdoor posters, calendars, booklets and folders.

**A MAJOR CONSIDERATION**, in their repeated choice of U-S **EYE-O-MATIC** packaging and advertising materials, is the one-stop, nation-wide service backed by more than eighty years of experience in design, research, and superb reproduction—in short, **EYE-O-MATIC** selling power.

**LET US SHOW** you interesting examples pertinent to your business. A card or memo will bring prompt action.



P-O-P FOLDERS

### NATIONAL PACKAGING EXPOSITION

Atlantic City • APRIL 1-4

BOOTH **275** CONVENTION  
HALL

### POINT OF PURCHASE ADVERTISING EXHIBIT

New York • APRIL 1-3

BOOTH **A-1** WALDORF ASTORIA  
HOTEL

## stop in to see U·S

and inspect typical specimens of **EYE-O-MATIC** advertising and packaging materials; you'll find ideas, suggestions and superb art work and design, in flawless reproduction, emanating from some of the world's keenest specialists in the preparation and use of sales building materials.

AT BOTH  
BIG SHOWS



# LITHOGRAPH COMPANY

Modern Plants: Baltimore, Md. • Cincinnati, O. • Erie, Pa. • Mineola, N.Y. • Redwood City, Calif. • St. Charles, Ill.



dustrial products to traffic brought in by the hardware lines.

Distributors who specialize in certain types of products, such as: materials handling, cutting tools and abrasives, power transmission, etc. are inclined to get more good out of displays because of their specialization on a few allied lines. Similarly, distributors, who specialize in certain industries, such as: oilfield supply houses, laboratory supply houses, hospital supply houses, etc., will usually get more results from display for the same reason.

Some general line distributors, located in isolated parts of town, are seldom visited by anyone other than their customers' "pick-up" truck drivers who are not likely to be prospects and are little influenced by displays.

**3. Attitude of Distributor:** The value a manufacturer can get out of a display is also genuinely influenced by the thinking of a distributor. If he is unprogressive, if he does not "believe in" displays or stimulating traffic in his place of business—then the manufacturer can expect little aid from point-of-sale material.

**4. Displayability of Product:** Some products are inherently easier to display and demonstrate than others. For example, Remington Arms Co., Inc. recently brought out a new cartridge-powered driver that literally "shoots" studs into concrete or steel, at speeds up to 100 times faster than conventional methods. Even a man with no imagination probably could devise a better display for such a "natural" than could a Raymond Loewy for a top-grade pipe wrench.

**5. Type of Display:** Effectiveness of displays ranges from the static tool fastened to a support, through the audience participation type which permits it to be tried, and the action or mechanical type display which automatically performs some demonstration to catch the attention of a passerby.

### Store Traffic

Since "store traffic" controls the effectiveness of displays, what can be done to create visits to distributors' stores?

The Link-Belt Co., Chicago, surveyed its own district managers and received the following eight suggestions:

1. "Open house celebrations, with entertainment, refreshments, door prizes, etc., to attract customers and prospects.

2. "Product clinics featuring products of chief suppliers.

3. "Special" displays of a nature that would attract considerable attention among industrial buyers.

4. "Mailing of folders and other literature to prospective customers with an implied or definite invitation to visit the store.

5. "Photographing the store interior or portions thereof and sending photos or printed reproductions to the trade, suggesting that 'while one picture is better than 1000 words, an actual visit to the store would be worth 1,000 pictures.' Such interior photos can include a lot of display equipment and even if the prospect does not visit the store, the display material has served a useful function.

6. "Salesmen during their regular calls should always make a customer or prospect feel welcome to visit the store at his convenience, and even extend a special invitation if desirable.

7. "Attractive window displays will often create the desire to step inside the store to see additional items of interest.

8. "Other advertising literature such as shipping tags, calendars, blotters, ad reprints and labels also serve as constant reminders of the manufacturer-distributor tie-in and should, over a period of time, promote a desire on the part of a buyer to actually visit the store."

### Impulse Sales

"Certainly, a good display can do much to create 'impulse' sales," declares Chandler & Farquhar, Boston Distributor. "Often, such displays will result in immediate sales but in our business, in many cases, it results in sales in the future.

A New York State distributor says, "We try to display all of our major lines on a rotation basis in our store windows and on our store floors, with particular emphasis upon light machine tools, portable tools and products that of themselves make an attractive presentation."

A manufacturer, Rust-Oleum Corp., Chicago, says, "Impulse sales are certainly possible, and are created, we believe, by putting goods, equipment or merchandise where the caller can see it and examine it, and sell or remind himself. Usually, there may be a brief wait—and that's the time it is good to keep the caller's attention, without being obvious about really trying to sell him something additional."

Norton Company, Worcester, Mass., says, "Our experience tends to indicate that a majority of distrib-

utors prefer the manufacturer to either install or help them with permanent displays, rather than new ones which rotate periodically. We have recently developed two new popular displays—one is a utility case with a grinding wheel display in front, and shelves for Norton technical booklets and wheel storage in the rear. Another display is a folding exhibit designed particularly for distributors' windows and for their open houses. For years, we have also furnished to distributors counter cards, grinding wheel clocks, window decalcomania, plastic signs, long service certificates accompanied by a framed large aerial view of Norton Company for display. Special displays are coming more and more into favor, and will be done by more distributors as anniversaries and other suitable occasions come along."

### Special Displays

A maker of power tools makes this statement, "Special counter displays are also being provided and, in effect, the regular retail approach is being made in the way of displays for distributors, because we believe that the mill supply house sells just as much retail as any retail store. He is really not a wholesaler but a retailer of industrial supplies."

Following, are a number of suggestions which may prove stimulating to a manufacturer interested in distributor displays:

**Prospect Participation Displays:** Some highly convincing and frequently inexpensive displays are those which permit an industrial prospect to demonstrate a product to himself. For example, a valve manufacturer has developed a "paper clip test" display in which a loosely assembled valve is exhibited on a distributor's counter, along with a receptacle of steel paper clips, and the invitation to smash a clip between the valve's super-hard seat and disc and note that it leaves no mark on either seat or disc. Many hand or power tools, such as insulation-removing pliers and electric sanders, etc., can be readily displayed so as to invite prospects to test them out, personally. In many cases, this is the equivalent of a sale.

**Factory Demonstrations:** It is impractical to create displays for certain industrial products—they are too bulky, too complex or otherwise unsuited for it. Ingenious manufacturers successfully use planned demonstrations, to which prospects are invited, either to a distributor's place



of business or some more suitable inside or outside location, to witness the manufacturer's own men demonstrate the product. Included in this class are safety devices, production equipment, industrial fire fighting apparatus, etc.

An effective variation of this is employed by a maker of machine tools who has equipped a huge trailer with his products, which can be operated by prospects at their own plant. The local distributor ties in by scheduling the visits and helping to put on the demonstrations.

**Photographic Displays:** Some manufacturers furnish a series of photographs and/or drawings which dramatically illustrate a demonstration. Such a display is flexible in that it can be used for a wide range of products, from large to small. It is usable in all sorts of distributors' places of business.

**Step-by-Step Displays:** It is not unusual for a manufacturer to provide his distributor with a board on which are mounted the various steps in the manufacture of his product. For example, a pressure gauge maker utilizes this method to show the painstaking step-by-step process of manufacturing his precision product. This satisfies the curiosity to learn *how things are made*.

**Transparent Displays:** Industrial display makers frequently borrow an idea from the automobile and washing machine makers in the consumer field, and provide display models with clear plastic cases which enable the internal parts to be seen. This treatment usually facilitates the understanding of how a product works. Aloyco corrosion-resistant valves are effectively so displayed.

**Standardized Display Boards:** The Baldwin Supply Co., Charleston, W. Va., has built racks to hold 20 standard display boards in its showroom. Baldwin has 40 of these boards fully equipped. Here's what the company says, "We furnish our manufacturers with this board of our particular color and designate which of his tools, etc., we stock and would like to exhibit. In some cases, we buy certain items from one manufacturer, and competitive items from another. For example, for many years we have handled the entire Blank Tool line with the exception of hack saw blades, which we distribute for A.I.C. Therefore, on the Blank Board, we would not want Blank hack saw blades shown. Another reason for the uniformity is that we are constantly using the board as back-



"Does that happen to be the small counter-display you spoke of?"

ground in various shows throughout the state."

**Portable Displays:** Certain manufacturers build portable displays that fold up so that they may be readily shipped from distributor to distributor, for use in connection with clinics and open houses. A company can thus, with only a half dozen displays, make them more expensively than it could if it had to furnish one to each distributor. They are scheduled in advance and circulated continuously.

**Exterior-Interior Display:** A display which automatically changes an exterior view of a product to an interior or cross-sectional view, by means of mirrors, is a sure-fire attention getter. This appeals particularly to the mechanical man who is anxious to find out what's inside.

**Slide Films and Movies:** Although slide films and motion pictures are not practical for everyday use in the average distributor's store, they are both profitably used as forms of display in clinics and open houses held by distributors.

**Miniature Displays:** Some manufacturers of large or cumbersome equipment reproduce them in plastic or light-weight miniature models. These displays are the next best thing to seeing the real product—which

would be impractical in most cases.

**Showcases:** Regular display cases are used by many distributors to show their wares in a conventional way. A leading Tennessee distributor states, "In our own display rooms, we have lighted cabinets around the wall, which are changed at regular intervals, and each of which is used exclusively for one manufacturer's products at a time. We also have a city desk counter display, which is generally tied in with sales contest items of an expendable nature which have some eye appeal."

**Scheduled Seasonal Displays:** A leading mid-continent distributor schedules his showroom, counter and window displays for a year at a time and changes them every month. To get full value, he synchronizes his direct mail efforts and salesmen's efforts on the same lines. Due attention is given to getting the seasonal items pushed at the proper time, with full support from his manufacturers.

**Signs:** Closely related to product displays are various types of signs to inform prospects that your distributors sell *your* products. These take the form of metal outdoor signs (sometimes lighted), decalcomanias for windows, doors or showcases, counter and wall cards and signs on distributors' delivery trucks.

## NATIONAL HOME SHOWS INC.

America's Outstanding  
Trade Exposition Organization  
PRODUCING HOME SHOWS, ATTENDED BY  
MILLIONS, IN FIFTY LEADING CITIES

Bonded Managers,  
Surety Performance Bond,  
Compensation, Property  
Damage, & Public Liability  
Insurance Coverage

### BOOKINGS IN PROCESS

McALLEN, TEXAS. Feb. 20th  
thru 24th

Paul Waters, Mgr., 513 N. Main St.  
CANTON, OHIO. Mar. 4th thru  
9th

Harry LaBrecque, Mgr., 307 Cleveland  
DALLAS, TEXAS. Mar. 22nd thru  
30th

H. F. Van Horn, Mgr., 2109 Live Oak  
HUNTINGTON, WEST VA. Apr.  
7th thru 12th

H. M. Stinnett, Mgr., 840 Sixth Ave.  
YOUNGSTOWN, OHIO. Mar.  
25th thru 30th

Chas. W. Moore, Mgr., 209 Terminal  
Bldg.

SAN ANTONIO, TEXAS. May  
6th thru 11th

Carl Olson, 524 Gunter Building  
PITTSBURGH, PA. May 6th thru  
11th

John Owen, Mgr., 1105 Standard  
Life Bldg.

SALT LAKE CITY. May 24th thru  
June 1st

Carl Olson, Mgr., 239 Exchange Place

INSURE THE SUCCESS OF YOUR  
SHOW BY USING A DEPENDABLE  
EXPERIENCED ORGANIZATION

Sponsors, Show Managers, Space  
Salesmen, Exhibitors, Write:

*Grover A. Godfrey, Pres.*  
Home Builders Auditorium  
2109 Live Oak St.  
Dallas, Texas

## NSE 17th Annual Convention Set for San Francisco

Fairmont Hotel will be scene of clinics, fair,  
rallies for International Distribution Congress

National Sales Executives 17th  
Annual International Distribution  
Congress will headquarter this year  
at San Francisco's Fairmont Hotel,  
May 27, 28 and 29.

Wives of NSE members are not  
to be overlooked; fashion shows,  
tours and luncheons will fill out a  
special three-day program for dis-  
taffers.

Reservations are obtainable by  
writing to National Sales Executives,  
Inc., 136 East 57th St., New York  
22, N. Y.

### CONVENTION PROGRAM

Tuesday, May 27:

Address of Welcome:

Edward Maloney, Pacific Tele-  
phone & Telegraph Co.

Progress Report:

Robert A. Whitney, President,  
National Sales Executives, Inc.

What the Point Four Program  
Means to Distribution:

Eric A. Johnston, Director, Mo-  
tion Picture Association

Economic Outlook for Post-Mobil-  
ization:

Leo Cherne, Executive Secretary,  
Research Institute of America

A Business Statesman Looks at the  
World:

Paul Hoffman, Director, Ford  
Foundation

Special Showing of the Sales Equip-  
ment Fair

Schenley Hawaiian Cocktail Party



**NATURE ABHORS** a vacuum and "Workits" fill need for audio-  
visual educational tools in all fourth grades in Cincinnati and Hamil-  
ton County, Ohio, public schools. Here children and teacher learn  
how and why trucks and trailers serve a city, as well as highway  
safety. H. S. Hoover, public relations director of Trailmobile, Inc.,  
stands by for extra guidance. His company, commercial trailer-truck  
manufacturer, supplied the three-dimensional "Workits," including  
scale models of 28 basic trucks and trailers, from the American  
Trucking Association.

## WE BROKE ALL RECORDS IN 1951



Year after year, more NATIONAL  
ADVERTISERS are adding THE  
BAYONNE TIMES to their News-  
paper Schedule . . . word is getting  
around that—

"BAYONNE CANNOT BE SOLD  
FROM THE OUTSIDE"

**THE BAYONNE TIMES**

NATIONALLY REPRESENTED BY  
BOGNER & MARTIN

### Wednesday, May 28:

#### Changing Markets and Your Sales Organization:

Walter Johnson, Assistant to the President, American Airlines, Inc.

#### Analysis and Control of Selling Costs:

Dr. Herman Nolen, Vice-President, McKesson & Robbins, Inc.

#### The Retailer Faces Changing Buying Motives:

Robert A. Whitney, President, National Sales Executives, Inc.

#### Selecting, Training and Promoting Men to Sales Management Positions:

W. F. Wrightnour, Director of Training, Tire Division, United States Rubber Co.

#### A Business Executive Goes to Washington:

G. J. Ticoulat

#### Accurate Sales Forecasting:

Thomas G. MacGowan, Manager, Market Research Department, Firestone Tire & Rubber Co.

#### Use of Psychology in Motivating Men:

Sumner J. Robinson, General Sales Manager, Bigelow-Sanford Carpet Co., Inc.

#### California Wine Party

### Thursday, May 29:

#### Auditing the Responsibilities of Today's Sales Executive:

Charles E. Love, Executive Vice-President, Commercial Controls Corp.

#### Market Research as a Selling Tool:

R. G. Marquardt, Sales Manager, Daystrom Corp.

#### Advertising as a Sales Tool:

Marion Harper, President, McCann-Erickson, Inc.

#### Sales Promotion as a Selling Tool:

J. Robert S. Conybeare, General Sales Manager, The Wooster Rubber Co.

#### Merchandising as a Sales Tool:

W. L. Stensgaard, President, W. L. Stensgaard & Associates

#### Top Management Looks to the Sales Executive:

Jackson Martindell, The American Institute of Management

#### The Sales Executive and the Controller:

Roy Foulke, Dun & Bradstreet

#### The Job Ahead for Sales Executives:

Al N. Seares, Vice-President, Remington Rand Inc.

#### Annual Election, NSE officers

#### Banquet

Speaker: Rev. William "Bill" Alexander



## He "Follows Thru" on the home Course

When it comes to moving, just as in golf, you want a man who "follows thru" right on the job. That's why a United *Pre-Planned* move is best.

Not only do United Van Lines agents *pre-plan* every detail in advance, but they see that everything handles properly during shipment.

Alert executives know they can depend on United to take care of all the details whenever there's a Long Distance household, office or plant move to do.

Your local United Van Lines agent is listed in your Classified phone book; or write or wire Moving Headquarters, St. Louis 17, Missouri.



**Helpful Book, Free!** ➔

**United Van Lines, Inc.**  
St. Louis 17, Mo.

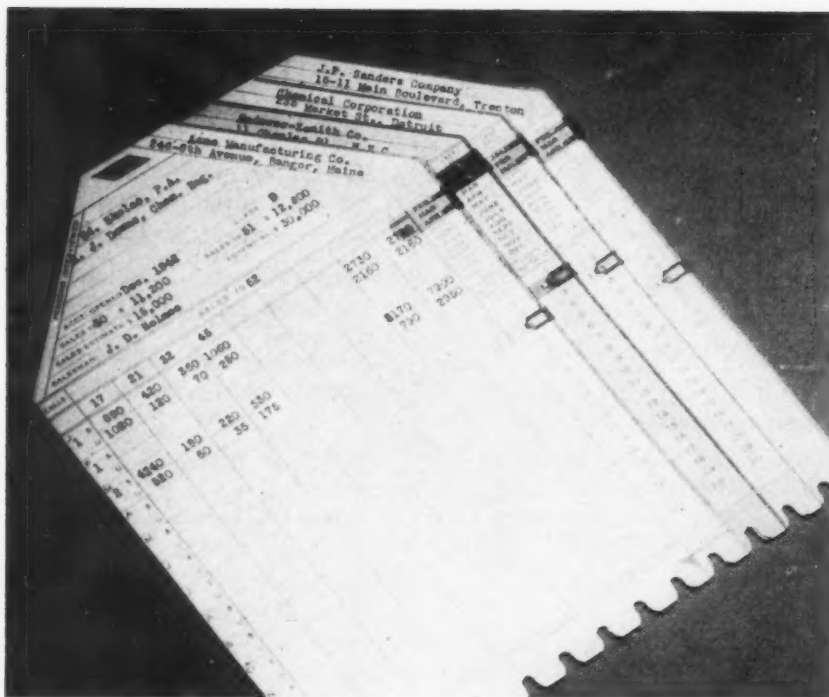
Without obligation, please send your 20-page Picture Book, "Moving with Care Everywhere"... with helpful moving ideas.

NAME \_\_\_\_\_  
FIRM \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ STATE \_\_\_\_\_

# United VAN LINES, INC.

Moving With Care Everywhere... Over 400 Agents in U.S. and Canada





EIGHT YEARS of experience has confirmed Irvington's belief in the value of this tombstone-shaped VISArecord card. If you're looking for...

## Ideas for Industrial Sales Control Forms

When Irvington Varnish scrapped what seemed to be an ideally simple control form in favor of one three times as complex it came up with data which salesmen really wanted and would use. It pays to ask salesmen's views.

BY HARRY KURSH

Not long ago, Irvington Varnish and Insulator Co., Irvington, N. J., had a sales control system that could have been called a model of simplicity. Each three-by-five-inch card provided for: (1) name and address of the account, (2) salesman's name, (3) product code number, (4) amount of sales made each month, (5) when the last salesman's call was made, (6) whether it was a sales or technical call, and (7) total sales for the year.

Only one thing was wrong. The

card did not live up to the virtues of simplicity. Put another way, the company soon learned that effective sales control was lost because salesmen and sales managers wanted more facts recorded on each card. Without the desired information, feeling was that a systematic use of the cards was not worth too much time and effort.

After months of digging for a new system, the company came up with a design that tripled the number of sales facts to be recorded on each card. Now, without any arithmetic,

a salesman or sales manager can get this sales picture at a glance:

1. Relative size of the account.
2. Total number of sales calls to date.
3. Total number of dollar and unit sales in any given month.
4. Cumulative dollar and unit sales to date.
5. Total dollar and unit sales for the entire year.

With four divisions selling hundreds of industrial products—such as electrical insulation materials, chemical resins, and bottle cap liners—about 95% of all sales calls are made on purchasing agents, engineers and production managers. Remaining calls are made chiefly with wholesalers and mill supply distributors.

How does the new system facilitate sales supervision? "Let's take a mythical customer," says Russell Baker, sales promotion and research manager. "Acme Manufacturing Co. The account is with us five years. Sales to Acme totaled \$10,000 in 1951 and \$8,000 in 1950. Both facts are on the card, including the date the account was opened.

"The card, however, also shows that our 1952 estimate for sales to Acme is \$15,000, but the total sales potential in our products to Acme is \$30,000. It is then obvious to the sales manager of the Acme account that \$15,000 worth of business in 1952 might be going to our competition. He will want to watch this account closely, making certain it is properly and adequately serviced.

"But how much attention should he give to the Acme account? How big an account is it? He gets these answers simply from the color of the card itself. For example, a blue card represents an extra large customer in terms of the previous year's dollar volume. Pink cards tell him the accounts are large; buff are medium, and white are small accounts.

"If a sales manager wants to look over all major accounts, he yanks all the blue cards. If he wants to know how many major accounts are in a single salesman's territory, he just counts the number of blue cards.

"Sometimes salesmen have put accounts and make too many calls to them at the expense of accounts with greater potentials. If the sales manager, for instance, notes that a white card account has gotten more sales calls than a blue chip account, he might call for an explanation from the salesman.

"In addition, if the sales manager

—no matter  
how much money  
you spend  
or  
how many pages  
you buy  
in other Detroit media  
you still need  
The Detroit Times  
to cover the  
“other HALF”  
of the great and growing  
Detroit Market.

*You're Missing Something  
If You Miss The Detroit Times*

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

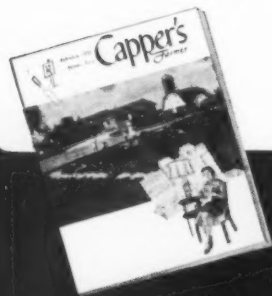
# If You Want MASS



...LIKE Ipana

With a mass product, you buy mass markets. Mid-America is one—a mass market, dominated by farmers. You can't sell Mid-America without farm families, nor the magazine that concentrates on them alone!

Buy  
Capper's  
Farmer



looks at a blue chip account and sees that the only person called on was the purchasing agent, he might inquire of the salesman if the chemical engineer or production manager does not warrant a call as well."

Physically, each card is about five-by-eight inches and is shaped like a tombstone with sharp corners. Each is filed side by side, set about a half inch apart, in such a way that a whole string of account names can be seen along with the total number of sales calls made to date on each account and the month in which the last sales call was made.

## Why It Was Discarded

Of the seven sales facts listed on the old cards, one was discarded. This was a column in which a salesman was required to check off whether he had made a "technical" or "sales" call.

"Such a column was meaningless and represented outmoded thinking," says Mr. Baker. "It's not the kind of thinking our sales engineers should be doing. We feel every call is a sales call, even if the sales engineer just drops around to offer technical assistance to the customer. It's a contact for future sales as well as an opportunity for the sales engineer to introduce other company products."

Added to the six remaining facts, however, was enough information to answer at least a dozen other questions uppermost in the minds of the company's sales executives. Let's take a look at the mythical Acme Manufacturing Co. account and see just what's on its cards.

In the upper right corner, cutting a 45-degree angle, is Acme's full company name and address. The first seven horizontal rows provide space for names and titles of those persons seen by the salesman. Below that is a line providing for date the account was opened and an alphabetical rating to correspond with the color of the card.

On the line below this are figures showing total dollar sales to Acme for two preceding years. The next line shows current dollar sales estimate and potential for Acme. This is followed by a line for the name of the salesman handling the account.

Drawing a double line under all this information, we next look at the bottom part of the card, all of which deals exclusively with sales in 1952. In all, this part of the card is divided into 11 columns. Starting at the left, column one is marked "Calls" and is divided into 13 horizontal rows.

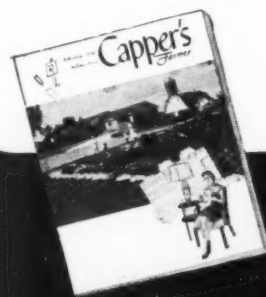
# If You Want CLASS



...LIKE Cessna

When your product costs important money, you want the people who *have* money. Farm families are near the top. And tops among them are the readers of Capper's Farmer. They are the most prosperous farm families in Mid-America, itself the richest farm market on earth!

Buy  
Capper's  
Farmer





## What Sales Managers Want on Control Forms

1. Names and titles of persons interviewed, along with name and address of account.
2. Name of salesman handling the account.
3. Date account was opened.
4. Relative size of account in terms of dollar volume.
5. Total dollar sales made in previous two years to the account.
6. Estimated amount account would buy in current year.
7. Potential amount account could buy in current year.
8. Total number of sales calls at account to date.
9. Total dollar and unit sales: monthly, cumulative and end-of-year.
10. Number of sales calls made each month.
11. Sales by product.

The total number of calls made by a salesman in the month of January is noted in the very top row, marked "J."

Columns two through eight are each headed by a product code number. Each of these columns is divided into 26 rows, two rows for each month of the year and two bottom rows for totals. The top row is marked "\$" for dollar sales, and the bottom row is marked "U" for unit sales.

So that for the month of January in column two we might see that one sales call was made resulting in \$890 worth of sales for product number 17 on 1,020 units. In column three, we might see that \$360 in 120 units of product number 21 also resulted from the same sales call.

Moving over to column nine, headed "Total," the month of January will then show two totals: \$1,250 volume, and 1,140 units. Column 10 is for "Cumulative Totals" from month to month. Bottom rows for the first 10 columns then will show total year-end dollar and unit sales by product and total dollar and unit sales for all products.

Column 11 is the "Last Call" record of the salesman. It is divided into two parts. The upper part lists the 12 months of the year, and the bottom part lists numbers running from one through 20. Clipped to each part of the column is a sliding plastic window.

If the salesman's last call was

made in the month of July, then we see only the month of July in the top window. If he has made a total of 12 calls up to that time, we see only the number 12 in the bottom window.

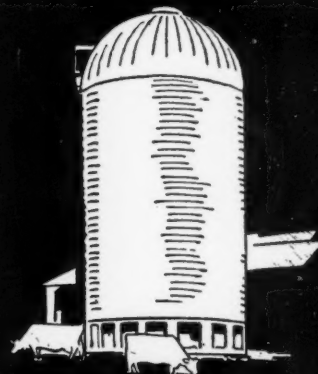
The cards are designed for use in a "VISArecord" display box. Each is notched at the bottom and when filed it is inserted alongside other cards in proper alphabetical position over a series of metal rods, which match the notches at the bottom of the card. The box itself is V-shaped, so that a whole row of cards can be made to rest against the back of the V and examined like an officer might step back to inspect a row of troops in rank.

Information for the cards comes from salesmen's reports submitted to sales managers. When sales managers finish with the reports, they are forwarded to the sales promotion and research office where the "VISA-record" box is supervised and the details are recorded on each sales control form by a clerk.

"Of course," says Mr. Baker, "it takes a little more time to record three times as many facts as we've ever used before. But since its installation about eight years ago we've had enough experience to know that it doesn't call for more than the part-time efforts of one clerk and actually saves time."

"For instance, under the former system if a sales manager wanted to know the total unit sales of any product over a six-month period to a

# If You Want FARMERS



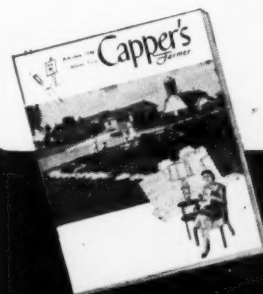
...LIKE



UNITED STATES STEEL

With a product for farmers, you want *on-the-farm* circulation. Not would-be farmers, or half-acre farmers, but those with fields to work . . . stock to raise . . . buildings to maintain. Capper's Farmer circulates 90% right on the farm!

Buy  
**Capper's**  
Farmer



*No* COSTLY DUPLICATION  
*No* HOMES MISSED



*1* does the  
 job in **AKRON**

What a relief to know you  
 need buy only one medium to reach  
 all buyers in Akron . . . and what a joy to know  
 it costs so little.

You'll find Akron worth cultivating inten-  
 sively.

*Akron*  
**BEACON JOURNAL**

● EVENING  
 ● SUNDAY

John S. Knight, Publisher  
 Story, Brooks & Finley,  
 National Representative

single account, it took at least an hour or two to run down the information in our IBM tally sheets. Now we can give him that information while he's on the phone."

Both salesmen and sales managers like this system, Mr. Baker reports, because the records are easy to use and are available to all. A salesman can look at his own records or he can carry the "VISAreord" box into the sales manager's office for consultation. A salesman knows also how his territory looks to the home office and is able to prepare answers for questions he feels his sales manager might ask on the basis of the record. Comments good or bad, now are based on the facts.

#### How Form Originated

To meet requirements for this system, Mr. Baker made a study of hundreds of forms used by various industrial firms in key areas. Then he asked Irvington Varnish sales managers what they themselves would like to have in the way of sales information readily available on a single form.

"Thus, we had two things in front of us," Mr. Baker explains. "One, a compilation of sales questions indicated on forms other industrial firms were using, and a list of questions our own sales managers had in mind. By examining the type of information others were after, our sales managers, following a series of conferences with them, were able to select a composite of questions that would be pertinent to an effective sales control tool in their own operations.

"All the questions were then divided into two categories: important, and not important. A line was drawn between the two groups of questions and sales managers were told that only all questions above the line would be incorporated into the final sales control form.

"By examining questions below the line, sales managers were given a final opportunity to speak up and state reasons why it was felt such questions really belonged in the completed form."

Originally, the form evolved printed as two halves to each side, in an attempt to make it a record of sales over a four-year period. This left the card too crowded. After initial trials it was revised. Both sides now have identical forms. Thus, there is always available at a glance a complete history of two full year's sales to each account.

Cards are used so often that any errors show up quickly.

# 147,527 at the Sentinel Sports Show!



## Wisconsin's Only Big Morning Newspaper Packs Them In!

That's right! 147,527 persons jammed Milwaukee's new Arena and Auditorium to see the 1952 edition of the Milwaukee Sentinel Sports & Vacation Show — the only major sports show owned, operated and conducted by a newspaper.

We took two big buildings; Loaded them with sporting goods, sportswear and equipment, boats, motors, trailers, conservation, travel, resort and vacation exhibits; We added the top stage and tank entertainment in the country; Told about it through the Sentinel . . . and put up the SRO signs nearly every day!

Here's a demonstration of the force and influence of one of the nation's great newspapers. The 147,527 came because they read about the Sports Show in the Sentinel. Isn't it logical that they will respond to your messages in the Sentinel, as well?

# MILWAUKEE SENTINEL

*The Newspaper Wisconsin Grew Up With*

Nationally Represented by MOLONEY, REGAN & SCHMITT

MARCH 15, 1952



# Not Much Glamour In Therapy

## but



DON'T MISS THE POPAI SYMPOSIUM  
APRIL 1st, 2nd & 3rd AT THE WALDORF

...this full color window display for ACE Elastic Hosiery "pluses" the therapeutic advantages of this Becton, Dickinson product with an atmosphere of high style and glamour. The plastic leg (less than life-size) wears an actual stocking, contains a flasher unit to illustrate and further dramatize the sheerness of the hose. Wing pieces (not illustrated) and the center panel are designed to hold actual ACE packages. For that extra "plus" that makes extra sales, have your displays...

Sales Engineered by  
**CONSOLIDATED**  
*Lithographing Corporation*

MEMBER OF THE POINT OF PURCHASE ADVERTISING INSTITUTE  
Main Office and Plant: Glen Cove Rd., Carle Place, L. I.  
Sales Offices in Philadelphia, Chicago, Louisville and Tampa.



IN SELLING BOTH MEN AND WOMEN, the Courier-Express has a proven record for results which foretells the effectiveness of your sales message in reaching those Western New York families with the most money to spend.

### COLOR for ADDED POWER

Full ROP color weekdays  
—to give your message  
still greater impact in this  
powerful newspaper.

## BUFFALO COURIER-EXPRESS

Western New York's Only Morning  
and Sunday Newspaper

### REPRESENTATIVES:

SCOLARO, MEEKER & SCOTT

## Manhattan Shirts and G-E Go Into Huddle...

... for housewives who  
aren't happy with shirts,  
tubs, and ironing chores

There must be a receiver down-field if a football team expects to chalk up yardage on a pass play. General Electric Corp., fading back, is ready to throw a merchandising ball down-field to the Manhattan Shirt Co., and the two hope to gain yardage promotion-wise.

Home economists on the G-E Consumers Institute team have come up with a 24-page illustrated booklet called "How to Wash and Iron a Man's Shirt—*Perfectly*." The idea is to shorten ironing time, lighten the laundering load.

Editorially, the ironing-folding operation is broken down into 18 distinct steps, each illustrated by a photograph. What is more, each phase—bluing, bleaching, sprinkling, etc.—is discussed in such an intimate way that housewives will want to do shirts at home. Up to now, says the booklet, womenfolk have avoided the shirt end of housekeeping simply because nobody bothered to explain how to do it easily, quickly.

### Tips for Tubbing

One section of the two-color publication explains how to remove different types of stains from washable fabrics; another section offers tips for better, longer wear, and how to take proper care of the iron. The book is a regular ironing-day guide.

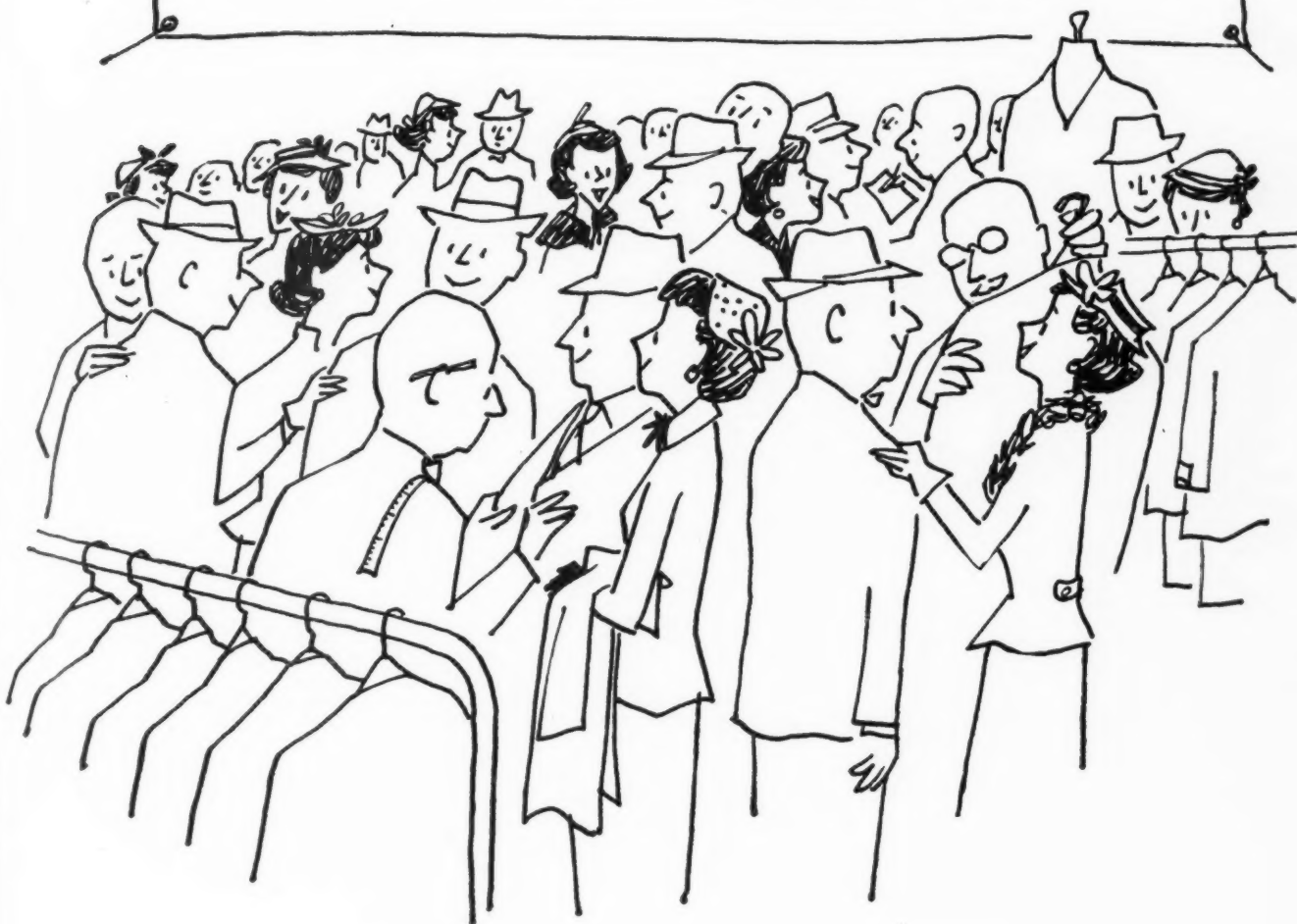
Near the back of the book readers can see the entire line of G-E home appliances illustrated, are told that the G-E retailer near by is ready to help milady at the slightest provocation. The booklet winds up with the quiet suggestion that when shopping for a shirt, it'd be a good idea to look for a store featuring Manhattan shirts.

Looks as if the strategy is good for at least a first-down, goes to show that cooperative promotion, after a little skull-practice, can leave consumers with the feeling that it's safe to back up a couple of good teams.

A note to the Consumers Institute, General Electric Co., Bridgeport 2, Conn., will put the booklet in the mail, and it is available through distributors and dealers of General Electric housewares.

Never Underestimate the Power of a Woman!

# SALE MEN'S SUITS



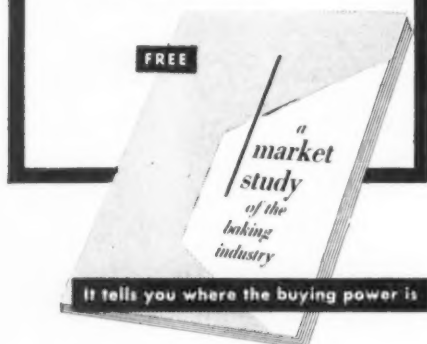
Every month — for nearly 12 years — the women of America have bought more  
copies of *Ladies' Home Journal*, through newsstand purchases and subscriptions,  
than they have of any other magazine carrying advertising, bar none.

*ladies' home* **JOURNAL**

THE MAGAZINE WOMEN BELIEVE IN

# now ready...

new market study  
of the  
baking industry



A new market study of the baking industry has been prepared as a guide for sales managers, advertising managers, agency account managers, space buyers, market analysts, and merchandising managers.

The study covers the size of the market and its organization by types of producers and distributors; tells how it has changed in recent years. It charts the various sizes and types of establishments; shows how 90.7% of the business is done by only 35% of the total number; includes a new Government tabulation of retail establishments made by the Bureau of Census especially for *Bakers Weekly*. All of this information is essential to sound sales and advertising planning in this market.



**Bakers Weekly**  
The business magazine  
of the baking industry

**AMERICAN  
TRADE  
PUBLISHING CO.**  
45 West 45th St.,  
New York 36, N. Y.  
520 North Michigan Avenue,  
Chicago 11, Illinois  
**Simpson-Reilly, Ltd.,**  
1709 West 8th Street,  
Los Angeles 17, California  
703 Market Street,  
San Francisco 3, California

**Bakers Weekly**

SM

45 West 45th St., New York 36, N. Y.

Please send my **FREE** copy of the handbook  
"Market Study of the baking industry."

Name \_\_\_\_\_

Company \_\_\_\_\_

Position \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

## Shop Talk

### False Face Salesmanship

It all started—all this wordage about selling that has flowed from my typewriter keys over the years—because a salesman made me mad. "Mad"—colloquially—meaning peeved, sore, irate.

I was living in Chicago at the time. One day I answered the doorbell to find a young man on the doorstep. He exhibited a fine set of white teeth, turned on a 25,000-watt smile, and without any preliminary, he asked me a question:

"Did you have any relatives in the last war?"

Some instinct told me there was funny business afoot. I sensed that I was supposed to say "yes" at this point, but I couldn't resist the impulse to experiment with an unexpected reply. I said, "No, I didn't. Why?"

The young man became flustered, and he was soon tangled up in a sequence of sentences whose meaning was as muddy as the Wash River. I finally said, "Come now, tell me what you're selling."

It turned out to be magazine subscriptions. You've heard it—I was to get the magazine "free," but there was a "slight charge for postage and handling."

I said, "Come on in and sit down, Son. I want to talk to you."

When he had dropped his frame into a living room chair, I said something like this: "You're a good clean-looking lad. I would guess that you're reasonably well educated and above average intelligence. If you're going to make a living selling, why on earth don't you get away, right now, from phoney propositions and deceptive entrances into people's homes? Find yourself a good company, with a good product, learn how to sell honest values, and give yourself a chance to build a profitable and satisfying career. Why the monkey business?"

Well, we had quite a talk. A lot of it had to do with trick approaches which almost always make a prospective buyer see red. At this late date I've forgotten how he finally explained his plan to link up my relatives in the last war with my buying a subscription to a magazine nobody ever heard of. I wish I did remember. It must have been quite a *tour de force*. Anyway, the general idea was that the question was a safe opener—that everybody would answer "yes."

I haven't any idea what became of the salesman. But I do know that the whole incident made such a deep impression on me that I gave it a great deal of thought. Over a week-end I wrote a magazine article about it. Two weeks later I had an acceptance from a publisher who also, it seems, from time to time had mulled over the damage being done to all selling by companies that were either deliberately teaching their men to use trick approaches, or were closing their eyes to such activities when the men developed them on their own.

I was reminded of this incident when a friend who lives in a big New York City apartment got to telling me recently about



all of the devious approaches that had been tried on him by salesmen who announced themselves from the lobby of the building.

I was reminded, too, that this matter of tricky approaches is a problem of long-standing. I remembered having read with more than ordinary interest how John H. Patterson, founder of the National Cash Register Co., handled it when he found it in his own sales organization. The story is told in "The Sales Strategy of John H. Patterson," published a long time ago by Dartnell.

The story goes like this: An inventive NCR agent got the idea of introducing himself to prospects as "A systems expert from the National Cash Register Co." Other salesmen picked it up, and soon "merchants all over the country were being honored by visits from 'system experts' whose errand was ostensibly disinterested and altruistic."

When Patterson heard about it, he charged into a meeting of sales heads then in session and demanded to know what was going on. The supervisors called the "expert" approach a great idea.

Patterson then asked someone to enlighten him. What, he asked, is a system expert? He called for a definition of "system" so he could better understand a "system expert." The story goes on:

"... A few halting definitions were produced which Mr. Patterson riddled and ridiculed. Finally he said: 'I'll give you gentlemen just 24 hours to find out what you're talking about—if you can.' He departed, leaving them to their own cogitations.

"Next day there were plenty of definitions and well rehearsed explanations, but no two of them were alike. Mr. Patterson listened to them all with a patience that steadily grew more ominous.

"I thought so," he said at last. "None of you knows what 'system' is. Well, I'll tell you... system is merely the shortest and most economical method of doing anything *right*. Let's not hear anything more about this expert nonsense."

"Then and there the system experts of the NCR died a sudden and wholly ignominious death. The sales manuals of the company carried through many successive issues the following paragraph, set in big italic type:

"We strongly disapprove of obscure introductions and all tricks, and believe that a man who has something worth saying, and is not ashamed of his business, can make known his errand in a bold, straightforward manner."

In his thinking about the trick approach, as in his thinking about sales training and sales promotion, Mr. Patterson was years ahead of his time. Nowadays most ethical companies spurn the trick approach as a matter of policy.

However, there's still a mighty lot of this sort of thing going on. It may go on because a company hasn't made its policy clear to the men in the field. Or because men confronted with difficult territory problems haven't had enough help from their supervisors in developing a sound approach technique. When this condition exists, small wonder the men begin to invent schemes that range anywhere from tattletale gray to coal-black dishonesty.

Because the devious approach tends to breed in the public an outright hostility to all selling, it is something no company can afford to engage in. We'll never lift salesmanship to the professional level until we eliminate it in our own sales activities and actively help to discourage it through our association codes.

A. R. HAHN  
Managing Editor

# One advertisement sells over \$6,900 in live lobsters... by mail!

Mail order advertisers, as anyone can plainly see, know pretty fast what media bring in the cash orders.

Here's what happened to a mail order advertiser in The New York Times who offered to ship live lobsters direct from Maine—at prices from \$14.95 up.

**Within three weeks after his full-page black and white ad had appeared in The New York Times Magazine, he had 401 orders on hand. This was a return of \$6,917.25 for an advertisement that cost \$2,302.50.**

Nine weeks after publication, he reported, "we are continuing to get eight or 10 orders a week. . . . If we can keep the ball rolling in this way, we will have an advertising cost of less than 20 per cent. For mail order, in our price range, it would be magical."

Now lobsters may not be your sales dish. But it is this ability to bring in the orders—no matter what the product—that has made The New York Times first in advertising in the world's first market for 33 years.

Is The Times working for you? Get all the facts . . . now.

## The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"  
NEW YORK, BOSTON, CHICAGO, DETROIT,  
LOS ANGELES, SAN FRANCISCO

# Dear Editor . . .

## PROPER CREDIT

Editor, SALES MANAGEMENT:

It was with considerable interest that I read the article titled "How to Put Ring of Authenticity into Your Retail Training," which appeared in the February 1st issue of SALES MANAGEMENT.

We were gratified you felt this program which the Sterling Silversmiths Guild conducted for silverware salespeople across the nation was a story worth telling. There was one aspect of the article, however, which I would like to straighten out in fairness to Mr. J. Porter Henry.

The second page of your article contains the statement that the H. H. Horton Co. developed the program, and there is an inference that the Horton organization was also responsible for production of training materials.

The contract for producing the Guild Sales Training Program was let to Horton & Henry, Inc., a firm since changed to Porter Henry & Co., Inc. Therefore, our project was handled on entirely equal footing by Messrs. J. Porter Henry and Howard H. Horton.

Further, it is only fair to point out that as far as all creative aspects of training materials used in this program were concerned, it has been our understanding at the Guild that the writing of brochures, manuals and other supplementary literature—plus the writing of movie scenarios and supervision of film production—were all the province of Mr. J. Porter Henry.

ROGER S. HARRISON  
Executive Vice-President  
Sterling Silversmiths Guild  
of America  
551 Fifth Avenue  
New York, N. Y.

## BLUNT ENOUGH?

Editor, SALES MANAGEMENT:

As the article about Joe McCarthy and the loose, or should I say Luce, publication *Time* suggests a reply closing with the paragraph "The old fashioned country editor with a ramrod backbone would tell the complainer to go to hell. If Senator McCarthy actually does ask advertisers to start a boycott we recommend that they be equally blunt." We will therefore be blunt and suggest that McCarthy's opponents, whoever and wherever they are, should all go to hell, where they belong.

It is probably true that since he has

been engaged, at the beginning at least, in practically a single-handed slug fest with a bunch of guttersnipes he had to use a lot of their own weapons, and it is probable that there were a few wild slings, for this was no game of drop the handkerchief.

We hope that the voters of this state will return him to the Senate with the biggest majority that he has ever received.

Is that blunt enough? Best wishes.

CED LOGAN  
Doerman Shoe Mfg. Co.  
South Milwaukee, Wis.

## DEATH OF A SALESMAN

Editor, SALES MANAGEMENT:

He (Willy Loman, central character of *Death of a Salesman*) is really no more a salesman than anybody else, and no less. To look at Willy Loman as a "salesman" only, is like looking at "Hamlet" as a commentary on the prince business.

ARTHUR MILLER  
Brooklyn 2, N. Y.

(This is the author's reply to our question as to why he cast Willy Loman as a salesman.—The Editors.)

## MUST SALESMEN DRINK?

Editor, SALES MANAGEMENT:

We have received an inquiry from a young man who asks: "Is drinking necessary in salesmanship?"

He points out the fact that some have advised him that whether or not he uses liquor himself, as a rule, it is often helpful and in some cases essential in promoting or "clinching" sales.

Irrespective of moral or even scientific considerations, we wonder what your thought of this idea may be, and whether it has been recently discussed by businessmen in your columns.

We can see how the question this young man poses may be a serious one in the minds of many, perhaps thousands of other youths just going into the business or sales fields.

We would greatly appreciate it, if you would kindly give us your reaction to this question that might be passed on to this young man, and to others like him, possibly out of your own experience or the experience of others in the business field.

We are sure that this young man and others would be deeply interested in any-

thing you might say in reply to such a question.

FRED D. L. SQUIRES,  
American Business Men's  
Research Foundation  
Chicago 4, Ill.

(Answer: a qualified "no." Some of the nation's most respected salesmen don't drink; others do. American Business Men's Research Foundation collects, correlates and disseminates information regarding alcohol.—The Editors.)

## SURVEY OF BUYING POWER

Editor, SALES MANAGEMENT:

A group of some 10 Chicago agencies, including this one, is contemplating a pretty comprehensive breakdown of major magazines, supplements, and comics this coming May.

By agreement, we have decided to use your estimates of population, households, total retail sales, food sales, and drug sales, which we understand from the Bureau of Advertising, ANPA, will be obtained from you and punched into their IBM cards at just about the time you publish your May, 1952, statistical issue.

The Metropolitan Areas and other geographic entities into which we wish to break down publications—will by unanimous agreement—include the 162 Metropolitan Areas as published in your 1951 issue and will be extended to include any "potential" areas which you intend to publish in 1952.

The "intend to" in that paragraph is the chief occasion for this letter, together with a couple of other inquiries. Will you be kind enough to give me the answer as nearly as possible at this time to the following questions regarding how your 1952 statistical issue data may differ from that in your 1951 statistical issue:

1. Will your 1952 estimates of population take cognizance of the now final Census of Population?
2. Will the counties which comprised the 162 Metropolitan Areas be altered?
3. Will the "potential" Metropolitan Areas be altered? And, if so, on what basis?
4. If the "potential" areas are to be altered, will it be possible for us to know their names and the names of the counties comprising them in advance of publication? And, if so, how much in advance of publication?

The reason we would very much like answers to the above questions is so that we can more intelligently handle a quick breakdown of a very elaborate breakdown job the instant that the Bureau of Advertising completes punching their county cards with your new data.

Any information that your staff can give us at this time will be very much appreciated by the undersigned.

R. F. HUSSEY  
Foote, Cone & Belding  
155 East Superior Street  
Chicago 11, Ill.

(The statistical "land rush" once again is set for May 10, publication date for SALES MANAGEMENT's *Survey of Buying Power*. Population figures recognize Census figures plus projections to date. The 162 metropolitan areas will be unchanged.—The Editors.)

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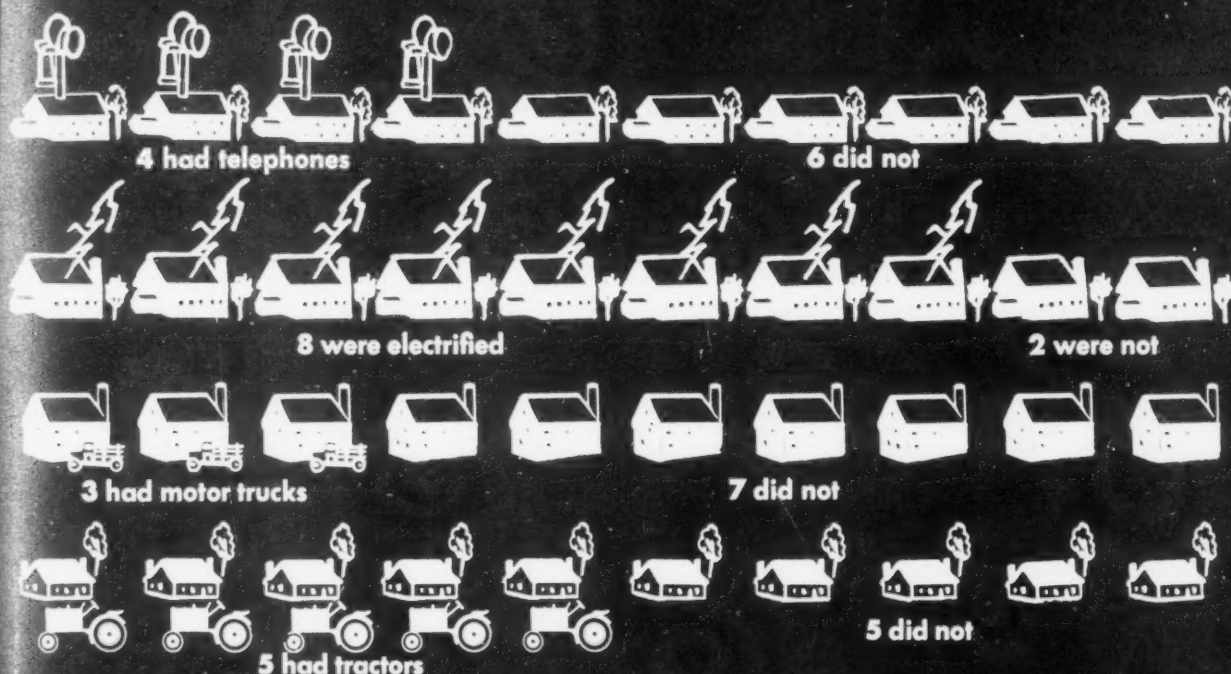
# MARKETING

Planned by Philip Salisbury, Editor

## PICTOGRAPHS

and designed by Marcia Eliot Pictofacts Studio

### OUT OF EVERY 10 FARMS (IN 1950)



### CHANGES SINCE 1940

With greater mechanization comes fewer but larger farms; over the 10-year span the decrease in number of farms was 10%.

Farm telephone  
homes  
increased by 12%



Farms with motor trucks  
increased by 38%



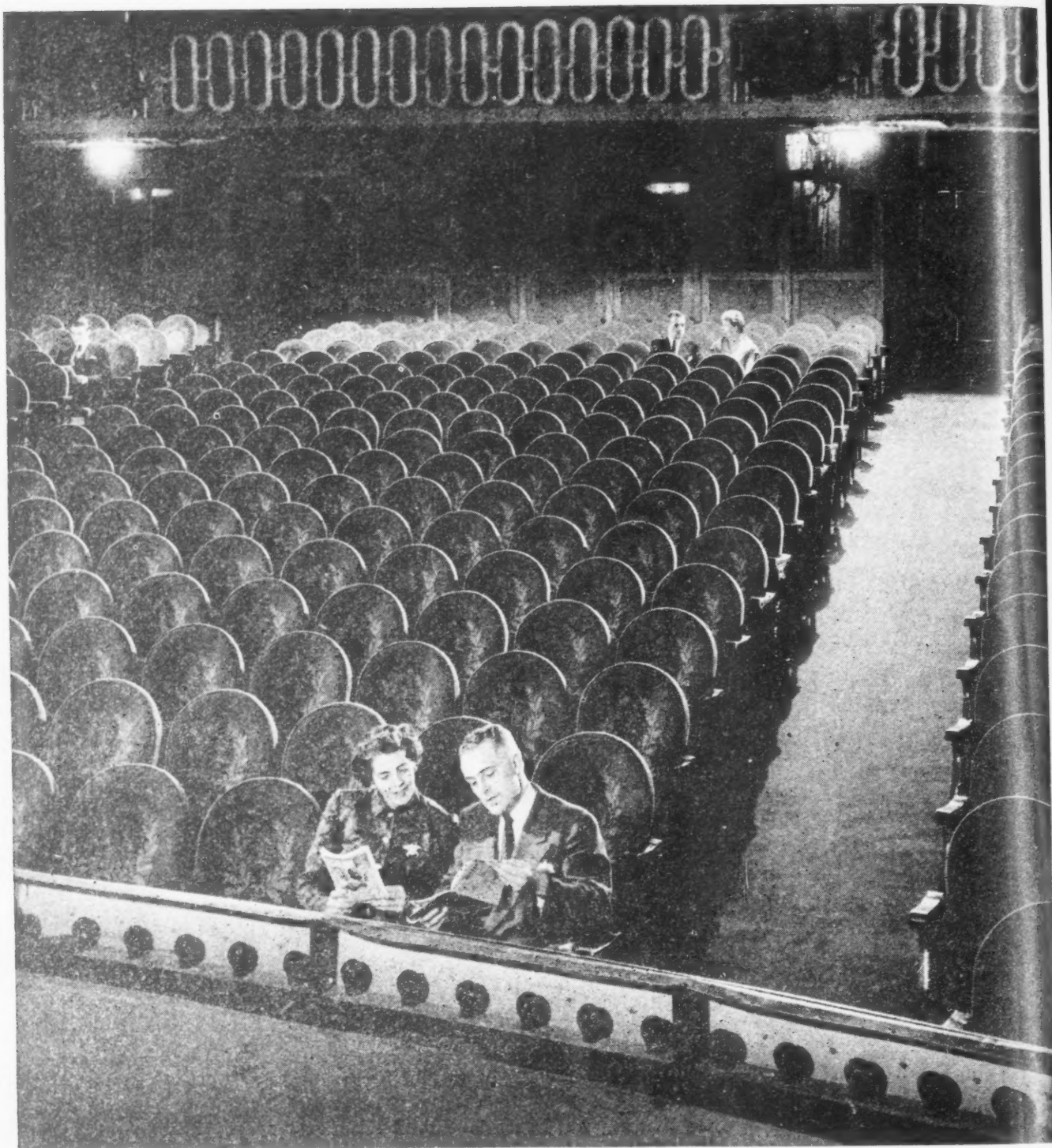
Farms with tractors  
increased by 25%



PICTOGRAPH BY

*Sales Management*

Source: US Bureau of the Census



Like advertising agencies...all orchestra seats  
cost you the same — but some are better than others.

**YOUNG & RUBICAM, INC.**

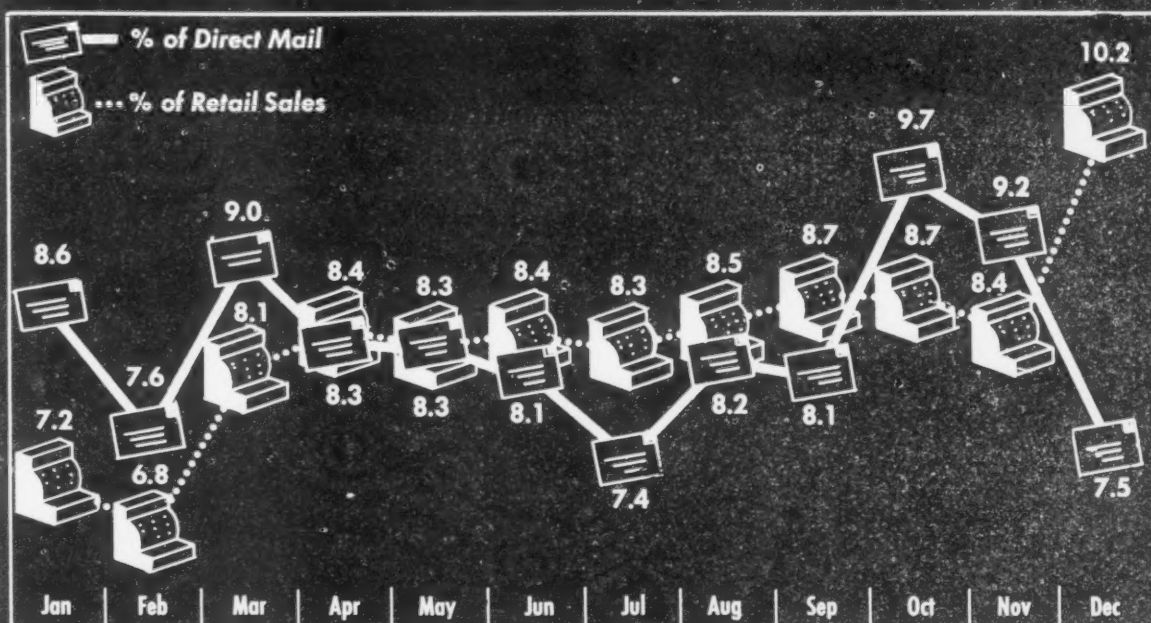
Advertising • New York Chicago Detroit San Francisco  
Hollywood Montreal Toronto Mexico City London



# DIRECT MAIL USERS MOST CONSISTENT

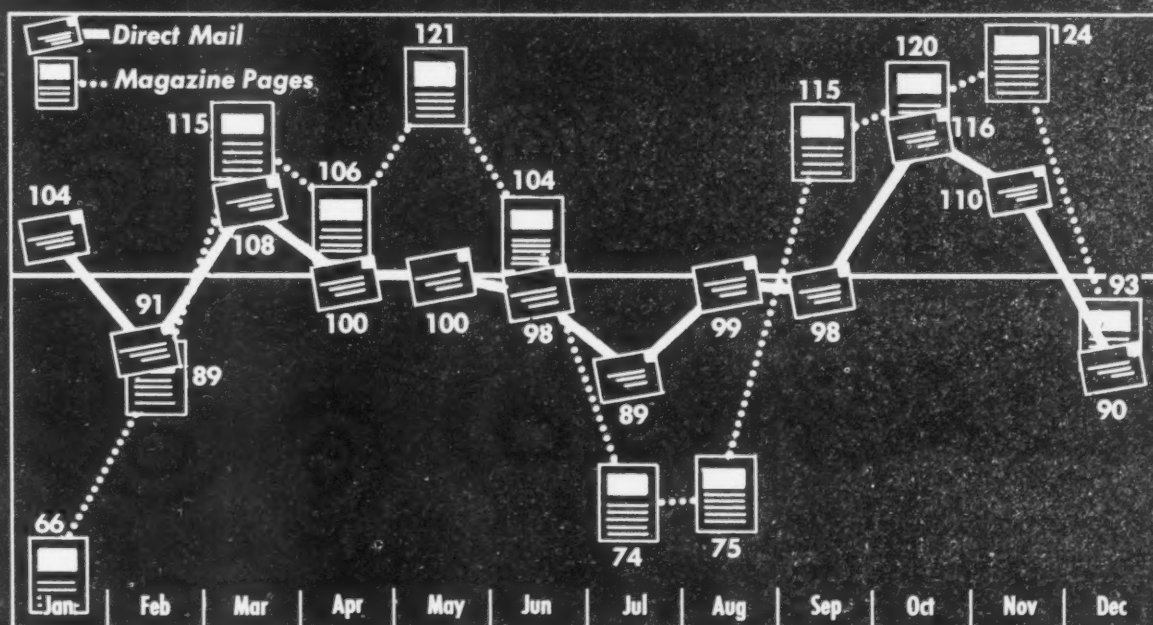
Last year's direct mail dollar volume topped the billion dollar mark, equalled 16% of the total advertising dollar.

Users of this medium seem to figure that customers are always available. The direct mail bill by months is much closer to the chart of retail sales than is true of the use of any other medium.



# MAGAZINE USAGE MUCH MORE FLIGHTY

If advertising were equally distributed by months, each month would carry 8.33% of the total. If we make such a month the base, 100, here's how direct mail and magazine (consumer) advertising fluctuate.



The widest spread in direct mail is between July's low, 89, and October's high, 116 — or 27 points ... In magazine pages the range is January's 66 to November's 124, or a spread of 58.

PICTOGRAPH BY

*Sales Management*  
3-15-52

Sources: Direct Mail Advertising Association;  
Good Housekeeping Magazine

# What about those retail ads in METRO?

YOU'LL FIND MANY retail ads in Metro—in each of Metro's great market areas from coast to coast. For example, in Philadelphia's Metro Magazine (TODAY—the Philadelphia Inquirer Magazine),

you'll see ads for Lit Brothers, Strawbridge & Clothier's, Wanamaker's, Gimbels, and so on. These retail ads are a valuable plus for national advertisers—and only Metro can give you this plus!



Mighty Metro—with the world's largest magazine audience—is an advertising medium composed of 28 Sunday Magazine Sections, each of which is individually owned, edited and distributed by a leading American newspaper. These newspapers are:

ATLANTA *Journal-Constitution*  
BALTIMORE *Sun*  
BOSTON *Globe and/or Herald*  
BUFFALO *Courier-Express*  
CHICAGO *Tribune*  
CINCINNATI *Enquirer*  
CLEVELAND *Plain Dealer*

DES MOINES *Register*  
DETROIT *News and/or Free Press*  
HOUSTON *Chronicle*  
INDIANAPOLIS *Star*  
LOS ANGELES *Times*  
MILWAUKEE *Journal*

MINNEAPOLIS *Tribune*  
NEW ORLEANS *Times-Picayune & States*  
NEW YORK *News*  
PHILADELPHIA *Inquirer*  
PITTSBURGH *Press*  
PROVIDENCE *Journal*

ST. LOUIS *Globe-Democrat and/or Post-Dispatch*  
ST. PAUL *Pioneer Press*  
SEATTLE *Times*  
SPRINGFIELD *Republican*  
SYRACUSE *Post-Standard*  
WASHINGTON *Star*

Metro Group Editorial Bureau (New York) . . . MURRAY HILL 7-5200

METROPOLITAN SUNDAY NEWSPAPERS, INC. • Sales Offices for Metro Magazines and Metro Comics . . . NEW YORK: MURRAY HILL 7-5200  
CHICAGO: WHITEHALL 4-2280 • DETROIT: TRINITY 2-2090 • SAN FRANCISCO: GARFIELD 1-7946 • LOS ANGELES: MICHIGAN 0259

# Nothing interests people like themselves!

**A**NY EDITOR can tell you this: to get close to your readers, give them plenty of what interests them most — **themselves, their neighbors, their community!**

People like to read about the schools, the people, the civic activities of their own home town — and they like to read what the local stores are offering for sale!

Of all national mass magazines, only Mighty METRO can dish up heaping portions of local interest — because only Metro is **individually edited** across the country. An average of 52% of Metro's editorial content is of specific local interest.

And, of all the national mass magazines, only Metro contains local retail ads, ads that, according to all available figures, sell sensationally.

When people read Metro on Sunday morning — and more people read it than any other magazine you can advertise in — **they feel at home . . .** and they are in a **shopping mood**. They feel at home because Metro touches close to their everyday lives. They are in a shopping mood because the retail ads offer them immediate ways of brightening their lives.

Because they feel at home in Metro, because they

are in a shopping, ad-reading mood, the 35,000,000 people who read Metro every Sunday are in a **more receptive mood for your national advertising.**

Compare readership figures of national campaigns that ran in Metro and in other magazines. You'll find **consistently higher readership** per dollar for Metro — higher by as much as 3 to 1!

Mighty METRO is a vital part of 28 of the nation's top Sunday newspapers — blanketing areas in which two-thirds of all retail sales are made. Metro delivers more than 50% coverage in more than 500 cities of over 10,000 population!

And every pertinent readership study has shown that Metro is the best-read section of these newspapers. (Incidentally, your customers and their competitors — **the merchants who sell your goods** — read Metro. They read it because they advertise in it themselves!)

Make Metro your Sunday Basic Buy — for in Metro you reach more people, get closer to them and sell them more readily than you will in any other mass magazine!



**OVER 14 MILLION CIRCULATION!**

**NOTHING SELLS PEOPLE  
LIKE METRO**



# MORE TO EDUCATE THE FEET THAN THE HEAD

In 1951 we invested more than \$100 million to improve our footwork on the dance floor. Ten years ago, for example, the Arthur Murray Studios had a \$2 million take; last year the gross hit \$22 million.



1,700,000

Students attending any college or university, including part-time



7,000,000

Students enrolled in dance studios

Business executives represent the largest segment of students because so much of their economic life is conducted at the social level — because dancing requires concentration, helps them forget their business worries. And they'll probably come back for more lessons — even after discovering that the elaborate steps learned at the studio can't be applied on small, crowded night club floors!

Each symbol represents 500,000 students

PHOTOGRAPH BY  
*Sales Management*  
3 - 15 - 52

Source: Wall Street Journal, Vol. CXXXIX, No. 12







Total W  
circulat  
MAR C



more  
circulation  
where  
most people  
shop

in Youngstown  
for example...



20 A&P stores . . . 20 shopping centers . . . 28,508 families are reached by Woman's Day in the Youngstown marketing area alone. Because Woman's Day is sold only at A&P stores, its circulation\* is concentrated in and around these shopping centers . . . right where most of your sales are made.

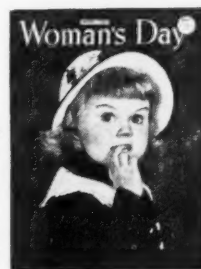
What's true in Youngstown, is true all over the country: advertising in Woman's Day gives you minimum waste . . . and maximum coverage where it counts.

Compare Woman's Day percentage of family coverage in Youngstown—20.19%—with that of any other magazine and you'll see why it's dollar wise to advertise in Woman's Day.

# Woman's Day

Sold by A&P stores in big cities and small.

the NATIONAL magazine . . . with the NEIGHBORHOOD impact.



Total Woman's Day  
circulation 3,865,000

MARCH 15, 1952

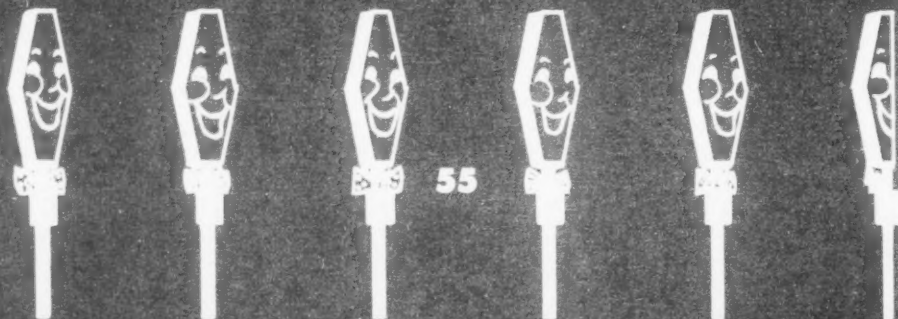
# WEEP NO MORE FOR RADIO

It's doing well by itself — even in the areas most heavily saturated by TV — so claims the Broadcast Advertising Bureau, Inc.

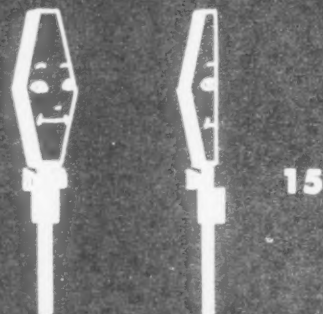
A poll of radio station managers in the six cities with highest TV penetration (Boston, Chicago, Detroit, Los Angeles, New York, Philadelphia) brought these cheerful reports:

## % OF STATIONS

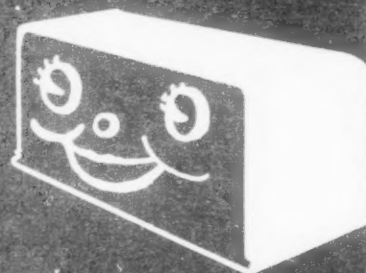
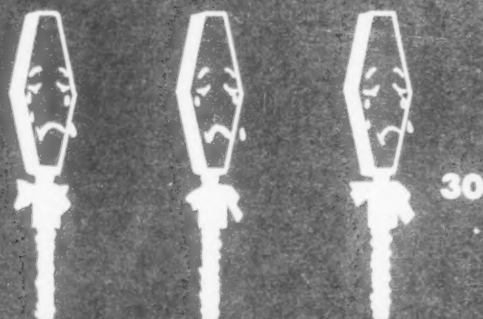
Increased radio  
billings,  
1951 over 1950



No appreciable  
change (up to  
2% gain or loss)



Less  
billings

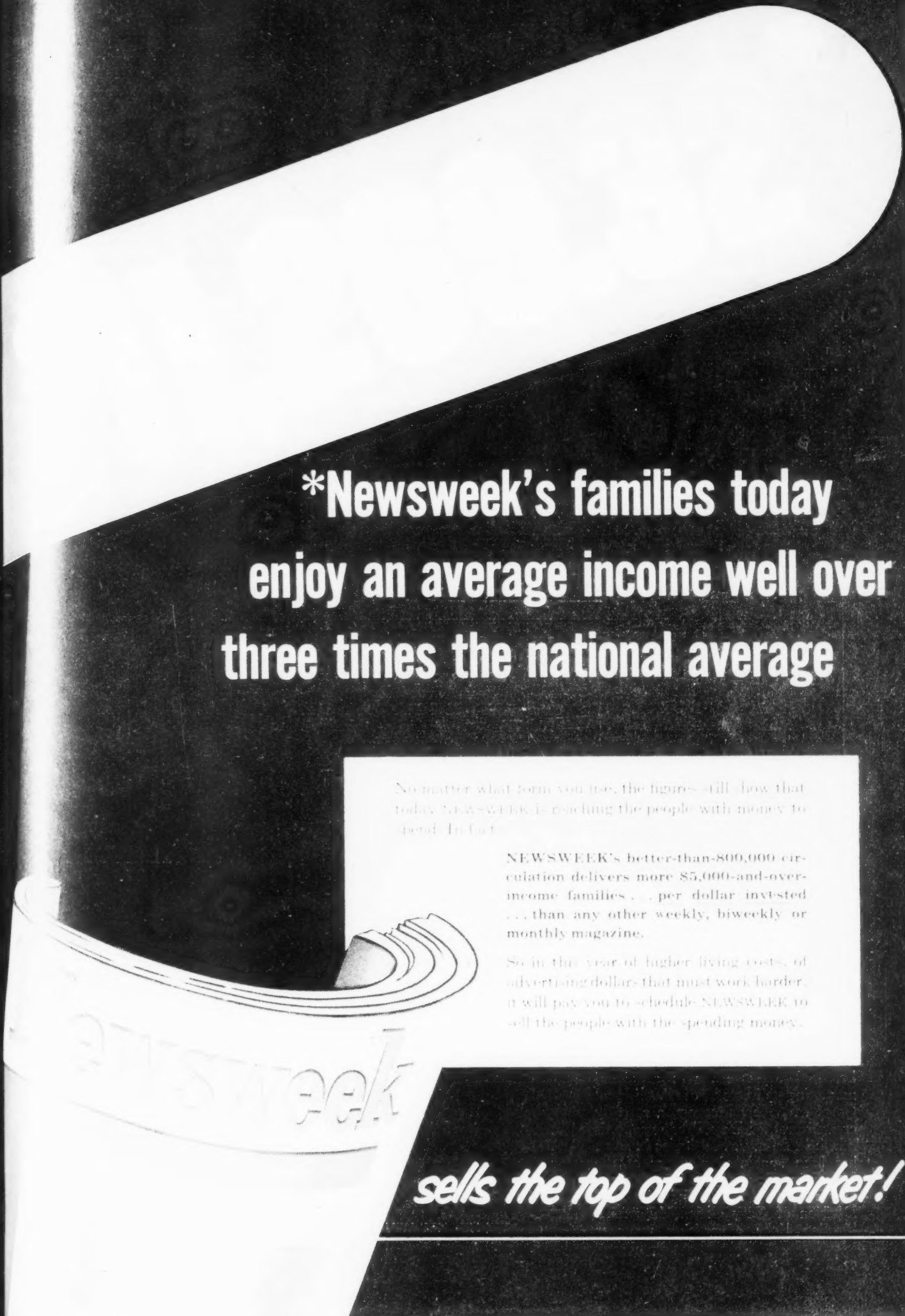


Gains ranged as high as 45%, while the largest loss was 24%. The most frequently reported range was from 10% above down to a loss of 10%.

Practically all stations reported a gain in retail business; most of them had more national spot billing. President William B. Ryan of the Bureau says, "Radio advertising totals may reach an all-time high in 1952."

PICTOGRAPH BY  
*Sid Hampson*  
3-10-52

Source: Broadcast Advertising Bureau, Inc., 2/1/52



**\*Newsweek's families today  
enjoy an average income well over  
three times the national average**

No matter what form you use, the figures still show that today Newsweek is reaching the people with money to spend. In fact:

NEWSWEEK's better-than-800,000 circulation delivers more \$5,000-and-over-income families... per dollar invested... than any other weekly, biweekly or monthly magazine.

So in this year of higher living costs, of advertising dollars that must work harder, it will pay you to schedule NEWSWEEK to sell the people with the spending money.

***sells the top of the market!***

**News Sales Staff**



# People and their Ideas

## New Sales Jobs

**George Dawson** has been named national sales manager for A. G. Spaulding & Bros., Inc. . . . **Empire Box Corp.** has a new sales manager, **Herbert D. Walton** . . . **G. F. Keeton** has been named v-p, sales, **Dexter Manufacturing Co.** and its subsidiary plant, **Appliance Manufacturing Co.** . . . New v-p in charge of sales for **Mastic Tile Corporation of America** is **Carl Resnikoff** . . . **John T. Boone** is now sales manager, **Arms and Ammunition Division, Olin Industries, Inc.** . . . New manager of defense sales for **Libbey-Owens-Ford Glass Co.** is **Galen M. Sollenberger** . . . **Larry G. Stark** has been named general s.m. of **Dennison's Foods** for the U.S., Hawaii, Alaska and Japan . . . **Martin G. Sattler** is **United States Brewing Company's** new sales director . . .



CANADA DRY'S GLAZEBROOK

**Canada Dry** has appointed **Allan Glazebrook** as national syrup s.m. . . . **Gene D. Wilken** has been named director of sales, **Tek Hughes Division, Johnson & Johnson**.

## ... and other executive appointments

New president, **Muirson Label Co., Inc.**, is **George R. Langlois** . . . **Robert M. Mitchell** and **Robert C. Upton** have been named vice-presidents and **LeRoy W. Howard** was appointed marketing director of **Whirlpool Corp.** . . . New first v-p, a recently created post, of **Ekco Products Co.** is **Edward Keating** . . . **Charles L. Allen** has been appointed manager of the Marketing Department, **The Sessions Clock Co.** . . . **Fresh'nd-Aire Co., Division of Cory Corp.**, has named **Hayden Kelly** advertising manager



DENNISON FOOD'S STARK

. . . New ad manager, **Hearing Aid Division, Zenith Radio Corp.**, is **J. Donald Johnson** . . . Appointment of **Neil J. Curlee** to the new post of manager of manufacturing, product service, of **General Electric Co. Major Appliance Division**, has been announced . . . New manager of **Major Appliances, Westinghouse Electric Corp.**, is **R. J. Sargent** . . .

## Advertising—the Salesman's Helper

**David F. Austin**, executive v-p—commercial, **United States Steel Co.**, recently addressed **The Adcraft Club** and **The Industrial Marketers**. Speaking of advertising as a sales tool he said: "If management has a continuing month-in, month-out responsibility to salesmen and to managers of sales then management has a continuing responsibility to advertising. Sales management's primary daily function is to keep the sales force continually effective. Hence, under no circumstances, can manage-



TEK HUGHES' WILKEN

ment afford to treat lightly, and to examine only periodically, a function which aids the sales force in the accomplishment of three-fifths of its task."

## Responsibility: Whose Job?

Said **T. J. O'Neil**, new and used car sales manager, **Ford Division, Ford Motor Co.**, Before the **Indianapolis Sales Executives Council**: "I've seen a lot of men work themselves to death because they lacked another essential characteristic of the good sales executive. They were unable to delegate authority, or unable to keep it delegated . . . and wound up trying to do the entire job alone. The ability to delegate authority lies partly in the makeup of the individual himself, but it also depends upon the kind of people he has working for him . . . the executive not only must be willing to bear full responsibility for carrying out a program, he must also select the kind of people who will accept responsibility and will perform well without cracking up in the process."



WESTINGHOUSE'S SARGENT

## It Comes Down to This

Another **Ford** man spoke to the **Personnel Conference, American Management Association**. **Thomas R. Reid**, director of information, **Governmental affairs, Ford Motor Co.**, made this point: "For those who are concerned about how the free enterprise system will come off in an employee economic education program, I suggest looking at the problem this way: Make use of the agreement between employees. On areas of disagreement examine the varying viewpoints and let each employee resolve the issues for himself. In other words, give employees the facts and have faith that the facts will tell the story you want told."

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ENT

# Your Sales Staff...

Contacts—i.e., “sales calls”—are bread and butter to the men who take your product story to your prospects. But the finest salesman in the world can only be in one place at a time. His productivity is dependent upon making maximum use of his selling time.

“Mechanized Selling”—consistent advertising in the proper selection of Business Magazines—stretches your sales force. It takes your basic sales message *quickly*, and *simultaneously*, to thousands of customers and prospects... reaching both the known and unknown buying influences in plants and offices where your product can be used.

“Mechanized Selling” applies the high speed, low cost tools of advertising to the preliminary steps of *ferreting out*, *contacting* and *conditioning* prospects... permitting your salesmen to concentrate more of their valuable time and specialized skill on the important job of getting the order.

Ask your McGraw-Hill man, or write us, for a copy of “How Many Accounts Can Your Salesmen Handle?” It explores—in eight, quick-reading pages—the time element in selling. Also available for showing at sales meetings is a sound-slide film... “Mechanized Selling—Blueprint for Profits.”

## HOW “MECHANIZED SELLING” PAVED THE WAY TO GREATER SALES

### EXPLORATORY CAMPAIGN PAYS OFF 80 FOR 1

**\$1** = **\$80**  
ADVERTISING SALES

To launch a new aluminum casting process, “X” Company ran a \$14,000 advertising campaign in five Business Publications. Six months after the first ad appeared, sales were over \$1,138,000... plus a substantial backlog of potential customers.

### SALES INCREASE 69.5% AGAINST AN INDUSTRY GAIN OF 43%

**+43%** **+69.5%**  
INDUSTRY COMPANY

An electronic instrument manufacturer wanted to increase product sales. Using a consistent program of Business Paper advertising, plus sales literature and trade shows, he achieved above results... reduced selling costs by 4.1%, ad costs by 33%.

**McGRAW-HILL PUBLISHING COMPANY, INC.**



330 WEST 42nd STREET, NEW YORK 36, N. Y.



H A D Q U A R T E R S F O R B U S I N E S S I N F O R M A T I O N



MARCH 15, 1952



As told to Margaret Ritchie

BY JOHN A. PROVEN

Vice-President in Charge of Sales  
Porter-Cable Machine Co.\*

EXPERT IN THE MAKING: Kenneth Carle, Key Man for Carmen Supply Co., Syracuse, takes the know-your-power-tools quiz from Eugene V. Allen, Porter-Cable salesman. He's one reason why . . .

## "Key Man" Plan Strengthens Dealer Ties for Porter-Cable

This maker of power tools picks one good man in each retail outlet to act as coordinator between P-C, store owner, and all other dealer sales personnel. Launched only six months ago, the idea has already produced some lavish dividends.

A program that coordinates the dealer, the manufacturer's salesman and the retail salesperson into a powerful selling team is proving effective in breaking the log-jam at the retail counter for Porter-Cable Machine Co.

We have christened it the "Key Man Campaign." Its purpose is to provide selected retail salespeople from our dealers' staffs with special training in the knowledge and promotion of our portable power tools.

Our problem has been a common one to producers of mechanical equipment: Retail salespeople frequently do not have the necessary knowledge of the product to sell it. Consequently, prospective buyers become "lookers." The well-stocked hardware store or mill supply house carries in the neighborhood of 40,000 items. How much time can the salesperson give to studying the merits of each?

The average manufacturer's salesman, meanwhile, is busy concentrat-

ing his fire on the dealer. He walks into the store, nods pleasantly to two or three salespeople, briefly looks things over and heads toward the buyer's office. Out bounces the dealer. The salesman shakes hands with him and together they disappear into the inner sanctum where the salesman talks about the merits of his product and attempts to get another order. Meanwhile, the salespeople calmly give the whole business the codfish eye which plainly says, "So what! Don't we count in this deal?" It is not surprising that they continue to concentrate on staple products.

We were long aware of this misplaced sales effort. Because we sell directly to dealers, the retail problem comes more immediately to our attention than it does to companies that deal through wholesalers. We knew that there was a tremendous new market for power tools—six or eight times the pre-war volume—

which we weren't reaching adequately. The home-building boom responsible for this \$200 million market had brought a new crop of potential customers: amateur home builders and remodelers responsible for 25% of the post-war home building. We wanted to reach these buyers at once without waiting for long-range national advertising programs to catch up with them.

The professional builder posed another selling problem. He had to be educated in the use of power tools, many of which are relatively new to him. There are tricks in operating such tools as electric planes, routers and shapers, and they're expensive. We had to put across the idea that the builder who mechanizes is the one



EXPERT AT WORK: Carle, now a full-fledged Key Man, demonstrates the Guild Plane to an interested prospect in his store.

\* Syracuse, N.Y.





## In Chicago, it takes 2— to get your story across

**BECAUSE . . .** Chicago has outgrown the power of any single daily newspaper to reach even half of your city and suburban prospects.\*

Today it takes two daily newspapers to reach a majority of the market—and for MOST net unduplicated coverage, one of your two MUST be The Chicago SUN-TIMES!

\* See the Publication Research Service study, "Chicago Daily Newspaper Coverage and Duplication, 1951," or write us for details.



# CHICAGO SUN-TIMES

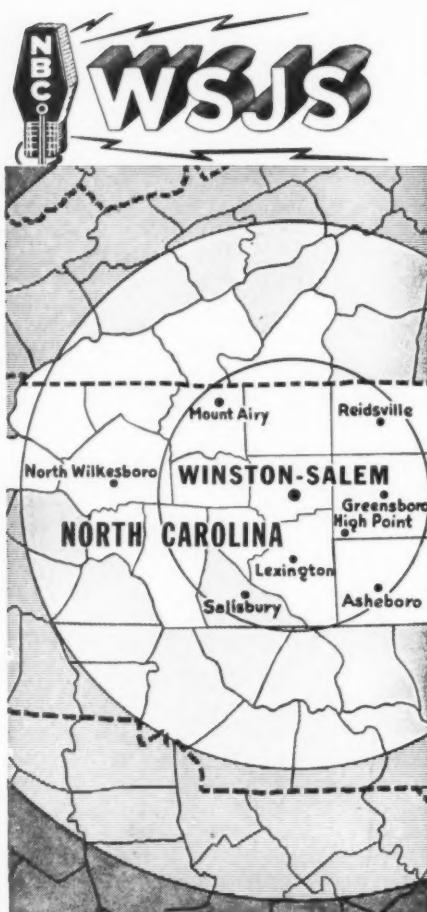
CONCENTRATED WHERE MOST OF THE BUYING IS DONE

21 W. Wacker Drive, Chicago 6

250 Park Avenue, New York 17

TOTAL CIRCULATION, 586,970 AVERAGE NET PAID DAILY (ABC PUBLISHER'S STATEMENT FOR 6 MONTHS ENDING SEPTEMBER 30, 1951)

MARCH 15, 1952



**Only ONE Station  
DOMINATES**

**This  
Rich, Growing  
MARKET**

**With  
1951 BANK  
RESOURCES  
OF**

**\$378,621,741.69**

**A 10-Year Gain of 141%**

**WSJS**

*The Journal-Sentinel Station*

AM-FM  
**WINSTON-SALEM**

NBC Affiliate

Represented by:  
HEADLEY-NEED CO.

who profits. Unless the counter salesman knows what these tools can do, he can't sell them to the builder.

It all adds up to catching the "walk-through" trade: the man in the market for some staple building supply item, who can be directed toward a power tool purchase. We felt positive that our sales at the local level could be doubled if we hit the right promotion. The Key-Man Program which we set up last September looks like the answer.

The plan, as worked out with Les Harvey, our advertising and sales promotion manager, centers around appointment of a Porter-Cable key man from the dealer's sales staff. This retail salesman, who frequently heads the dealer's tool department, is designated the Porter-Cable authority in the store. He must possess certain personal qualifications agreed on by the dealer and the company as being desirable, and must pass a test on knowledge of Porter-Cable products. After his official appointment he becomes the vital link between our salesman, the retail sales staff and the customer.

The Porter-Cable salesman concentrates all his fire on the key man who, by his position, is in a valuable spot to pass on his knowledge and enthusiasm to other salespeople and the dealer's outside salesmen. The key man's name is included on the company's mailing list. Promotion and display materials are sent to him, and he arranges with the dealer for their use. He is the funnel through which new product information and promotional ideas are passed on to the retail sales personnel and the public. He also is a valuable "listening post" to sound out public reaction to policies and products.

#### **Seek Dealer Cooperation**

It is naturally very important that the key man have the dealer's complete confidence and approval. For this reason he is in reality selected by the dealer and given the blessings of Porter-Cable. We have drawn up certain suggested qualifications for the job, such as sales ability, general intelligence, ability to build up enthusiasm and pass it on, etc. In presenting the plan, our salesmen are instructed to carefully go over these qualifications with the dealer and impress him with their importance. The salesman might suggest someone whom he believes can fill the job well, but must accept without hesitation the dealer's choice. Otherwise, the key man's hands are tied and he

will be unable to effectively carry out the over-all program.

From the dealer's point of view the plan is uncontroversial, and we are meeting with overwhelming dealer acceptance. Unlike many promotions, the program simplifies his job instead of saddling him with extra burdens. We stress the fact that the key man, by co-ordinating the sales work of counter sales personnel and outside salesmen, helps to prevent "overlooked" prospects and develops the store's full potential trade; that the key man becomes a bigger producer in all lines, not alone on Porter-Cable items; that he relieves the retailer of certain sales duties by learning about sales planning and follow-through.

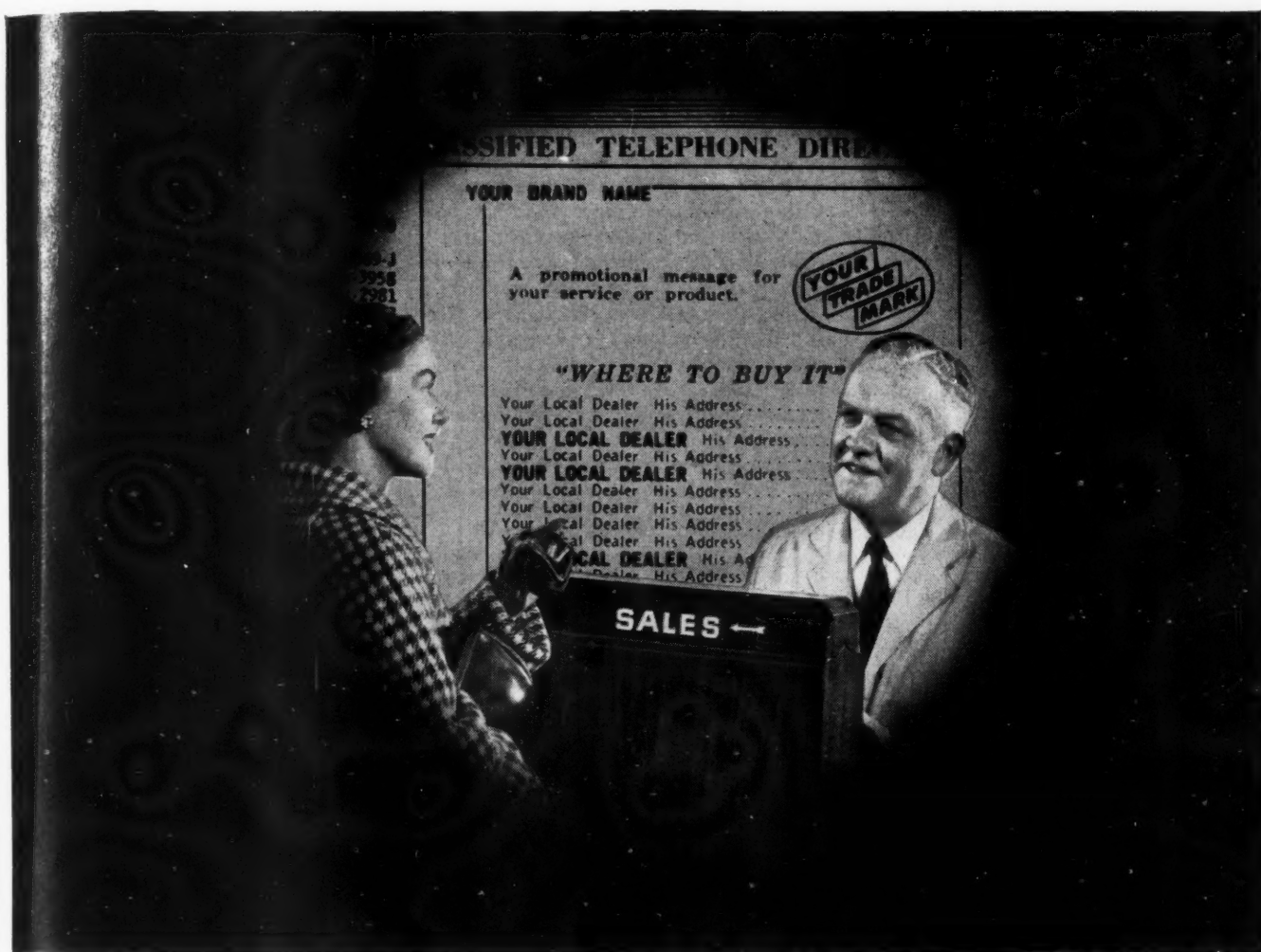
#### **Key Men Get Build-up**

The dealer is quick to appreciate the fact that the plan, by directing the manufacturer salesman's effort toward the counter salesperson, is getting at the heart of the selling problem. We only tell him something he already knows: that it's all very well for the sales representative to sit in the office swapping cigars with the dealer, but if the floor salespeople do not know the salesman from the census taker or his product from a yo-yo, it adds up to nothing more than a pleasant hour of chitchat. If we had gone to the dealer with a general suggestion that he have one of his sales staff do the co-ordinating for the store, the idea would have fallen flat. Instead, we give him a positive, organized plan. The typical dealer response is, "Well it's about time something was done to help us move our stuff instead of just trying to load us up with more."

In selling the idea to the prospective key man we use various special incentives, since he is the pivot upon which the whole program rests. It is difficult to ask a dealer salesman to spend a lot of time on portable power tools which are not a primary source of quick sales. He can get as much money out of smaller, fast-moving items, with less effort. Furthermore, he is assuming extra responsibilities without pay increase. We are, however, giving him more knowledge, both of products and of selling techniques, and we find the majority of first-rate salespeople are enthusiastic about being helped to do a better selling job.

We make public recognition of the key man's importance in several ways. After passing the Porter-Cable test, the key man is awarded a certificate imprinted with his name, which

**SALES MANAGEMENT**



## How to put your dealers in this sales spotlight

NATIONAL TRADE MARK SERVICE in the 'yellow pages' of the telephone directory puts the sales spotlight right on your dealers.

Here's concrete evidence: In a survey of 4750 dealers made in 100 communities in 36 states, 91% said Trade Mark Service was valuable as a sales builder—that they wanted manufacturers of branded products to continue offering this dealer identification plan.



Dealers think so well of Trade Mark Service that 91% also voted to have manufacturers' national advertising use tie-in references referring readers to their dealer listings in the Classified. This helps localize national advertising.

Dealers are strong for Trade Mark Service. Why? Their experience has proved that it really puts them in the sales spotlight . . . that it helps build business right in their own communities.

For further information, call your local telephone business office or see the latest edition of Standard Rate and Data.







## "Tacoma Is Vital To The Entire Puget Sound Economy,"

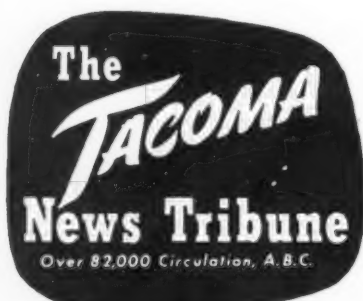
says M. C. Taylor,  
president of Taylor-Edwards  
Warehouse & Transfer Co., Inc.,  
Seattle.

M. C. Taylor is President of Taylor-Edwards Warehouse & Transfer Co., Inc., largest in Washington State, with eight warehouses, including one in Tacoma.

He says: "In our business of warehousing and forwarding for many food and merchandise firms, we get a pretty clear picture of an area's importance. Tacoma is a vital factor in the merchandising and marketing life of Western Washington—a region which gets localized distribution attention from many of the accounts we handle."

And we say: "Think TWICE about Tacoma . . . a separate, distinct market, effectively covered ONLY by the dominant News Tribune."

Ask Sawyer, Ferguson, Walker Company.



and KTNT  
Transit Radio



cially designates him a "Porter-Cable Key Man." His new title is announced in official news releases to his local papers which generally give the event coverage in the business news sections. The key man is also awarded a tie clip bearing the Porter-Cable insignia, engraved with his initials. We had one key woman, incidentally, whose tie clip turned out to be a pair of Porter-Cable earrings. These awards are made the occasion for a little ceremony in the key man's honor, in which the company salesman and dealer participate. Usually, an informal get-together at lunch is part of the program. The key man's name is then put on the official mailing list so that he will receive all promotional material.

### A Package for a Plan

We add an initial spark to the program by holding key man contests in each of our five zones during the first three months of the Key Man Campaign. Three prizes of Porter-Cable tools are awarded in each zone, with the winners to be picked by our zone managers. Key men are judged on four counts: increased sales volume, increased use of display material, improved product knowledge, and general cooperation. These tokens of recognition of the key man's status as the dealer's Porter-Cable expert, plus his wider knowledge of our products, are beneficial to the dealer, the key man, the Porter-Cable representative and to the company. We have set up a continuing program to maintain the key man's interest in the vital role he is playing.

Before any attempt was made to sell our sales staff on the campaign, we worked it out in detail to take the guesswork out of the presentation to the dealer. We printed up a brochure to be used in explaining the program, which we called "7 Keys to Sales Success." In it, we pictured graphically the way the plan was organized and its advantages to both the dealer and the key man. We supplemented this with printed instructions to the sales force, in which we outlined exactly what was to be done in the first, second and third calls on the dealer. To tie the thing up as neatly as possible, we geared the entire promotion around the "lucky seven" theme: seven major types of Porter-Cable tools; seven selling points for each tool outlined in a "Key Booklet for the Key-Man's Use"; seven advantages to the dealer, etc.

We then called in our five zone

managers, gave them the picture and sent them out to sell the campaign to the salesmen in regional meetings. Carrying out our "lucky seven" theme, we held each zone manager responsible for setting up at least 49 key men at the outset. Each salesman had to recommend one key man in his territory, and the zone manager had to go with him in making the initial call on the dealer. We concentrated our initial effort mainly on larger dealers with specialized tool departments—generally mill supply houses and retailers who handle builder's supplies as well as hardware. A more extensive plan is now being developed.

The initial call on the dealer was devoted to explaining the plan, selling the idea, and getting the dealer to pick out a possible key man who was then given a similar detailed picture of the program. In making these presentations, the salesman was instructed to go over each page of the "7 Keys to Sales Success" with the dealer and the prospective key man. The salesman then gave the prospective key man the all-important "Key Book" which is a pocket-size reference booklet outlining the Porter-Cable product lines and the major selling points of each. It is laid out so that the salesperson can refer to it at a glance, even when talking with a prospect.

During the first call, the salesman also left the Porter-Cable quiz, with instructions to the prospective key man to fill it out after reading the booklet. The salesperson was free to copy the answers from the Key Book if he wished, since the main point was for him to become familiar with the book. The quiz was to be picked up by the salesman on his second call. If the salesperson hadn't completed the quiz, the salesman could sit down with him and supervise his test.

### The P-C Salesman's Duties

We carefully explained to our salesmen the importance and seriousness of this test, and they were quick to grasp the main idea that the quiz was chiefly a means of educating the counter sales personnel. An educated counter salesperson, they realized, meant more business for the dealer, more prestige and advantages for the dealer's salesman, and more Porter-Cable sales. Each salesman was responsible for mailing the completed test to the company for approval. The various key man awards were then sent to the salesman, whose third call was devoted to conferring upon the key man his official title.

We started off our Key Man Campaign the second week in September with a three-month sales contest for the company sales staff. Points were figured on the basis of key men setup as well as on sales volume. It went over even better than we had anticipated—partly, perhaps, because it was well sparked with laughs. For the contest, our various zones were named for branches of the Armed Services engaged in warfare against "General Competition." In our regular report sheet, "The Stars and Gripes," we ran numbers of news photographs from World War I, with the superimposed faces of members of our sales staff appearing in doughboy uniform. The Key Book, dubbed "The Thing," held a prominent spot in our news shots in the form of some vaguely bulky item being toted around atop a tank or on a doughboy-salesman's back. When the contest closed in December, we had set up 1,256 key men.

#### No Flash-in-the-Pan

Although we launched the program with a big push, it is not intended as a short-term promotion. It is planned as a permanent and expanding part of our sales program which will supplement the space advertising which we carry in magazines serving building, industrial, hobby and science groups. We expect to continue the campaign by adding educational materials and incentives. Already, we have made use of our key men's services as an Advisory Panel in ascertaining what qualities they like and dislike in salesmen. The disliked characteristics, incidentally, include lack of product knowledge, knocking competition, wasting time, and not giving any help in selling the product. We plan to make frequent use of this Advisory Panel to learn what competitive situations develop, to gauge customer reactions to new products, and to sound out the retail situation.

We are now planning to provide our key men with kits so they can put on demonstrations using both slide projections and demonstrations with Porter-Cable equipment. Our salesmen are expected to contact key men every 60 days to give them additional help and to supply them with new tips on how to promote various lines.

It's too early to say just how much of our expanded sales are the direct result of our Key Man Program because a number of other factors complicate the picture. We feel sure, however, that we have hit on something of value.

MARCH 15, 1952

## GUY P. GANNETT

*President*

THE GUY GANNETT NEWSPAPERS, INC.

*announces a long-term extension  
of contract with*

THE JULIUS MATHEWS SPECIAL AGENCY, Inc.

*representing the*

GUY GANNETT NEWSPAPERS OF MAINE



	<i>Circulation</i>
Portland Press Herald . . . .	46,296
Portland Evening Express . . . .	32,165
Augusta Kennebec Journal . . . .	12,722
Waterville Sentinel . . . . .	16,792
Portland Sunday Telegram . . . .	86,507

**194,482**

thus extending a business relation that began  
27 years ago.

— G. P. G.

No wonder we made *unequalled* records in lines  
and dollars of National Advertising — look what  
the Publisher gave us to work with! — W. E. F.

"LOCALNEWS DAILIES — basic advertising medium"

**The Julius Mathews  
Special Agency, Inc.**

NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO • BOSTON  
SYRACUSE • PITTSBURGH • PHILADELPHIA

## Crime (causes of turnover) . . .

1. Improper selection and placement:
  - (a) The failure to know the particular characteristics needed for the work;
  - (b) The failure to know how to appraise applicants' qualifications;
  - (c) The failure to know how to place men in terms of territories and supervision.
2. Inadequate training in the areas of:
  - (a) Indoctrination and attitude shaping;
  - (b) Product information;
  - (c) Company policies, practices and procedures;
  - (d) Sales techniques (skills in prospecting for leads, making initial contacts, presenting the product, overcoming objections, closing the sale, etc.).
3. Insufficient or inequitable compensation; that is, compensation which fails to provide:
  - (a) Security money (weekly guarantee or draw);
  - (b) Incentive money (commission, bonus and profit sharing, to increase effort);
  - (c) Opportunity money (greater responsibilities—larger accounts);
  - (d) Loyalty money (good will efforts, promotion of prestige for all departments);
4. Failures of communication, both upward and downward, between the salesmen and top management, resulting in low morale as a consequence of:
  - (a) Insufficient outlets for dissatisfactions;
  - (b) The failure by management to learn of and eliminate legitimate grounds for complaints by salesmen;
  - (c) A lack of awareness by the salesmen of some of management's problems, the reasons for certain policies, etc.
5. Incompetent or disinterested supervision at one or more levels, resulting in:
  - (a) An absence of dynamic and constructive leadership;
  - (b) The creation of conflicts between salesmen and supervision;
  - (c) The failure to develop new supervisors.

## Let's Talk Turkey about the Salesmen's Turnover Problem!

It's sales management's biggest cause for shame. Here Dr. McMurry looks at its cancerous causes, its appalling cost. And he digs deeply into the psychology of the sales supervisor whose deficiencies are usually a key factor in it.

**BY ROBERT N. McMURRY\*** • *Robert N. McMurry & Co.*

"This morning I received the worst shock of my 25 years in this business," said the vice-president in charge of sales to a group of his fellow sales managers at a luncheon.

"I learned that just one weakness in my operation was costing my company over \$198,000 a year. I had

asked the head of our Commercial Research Department to calculate the cost of turnover in our Sales Department. As you know, we have about 185 men covering the country, calling on retailers. We have a fair amount of turnover; we lose about 35 men, or roughly 20% a year, which doesn't

seem excessive. But when I saw the cost figures, I nearly dropped dead.

"Allowing nothing for intangibles, the report showed that in terms of actual out-of-pocket expense (recruitment, training, etc.), together with the losses traced to our failure to keep our territories satisfactorily covered, the cost to the company in two years had been more than \$391,000. During a bad year, that could mean the difference between profit and loss in our operation. I had never dreamed that our turnover was costing us that much."

Turnover among salesmen has no single cause. It usually is influenced by at least five factors, any one of

\*This is the first of a group of three articles.



## and Punishment (the cost)

1. Tangible (direct, out-of-pocket)
  - (a) Cost of recruitment (estimate—\$50 to \$250 per representative)
  - (b) Cost of processing candidates (interview, tests, making out company forms and records. Estimate—\$10 to \$50 per representative)
  - (c) Cost of training (estimate—\$50 to \$2,000 per representative)
  - (d) Cost of special supervision for beginners (estimate—\$10 to \$500)
  - (e) Cost of compensation paid during initial period, but not earned or uncollected draws (estimate—\$100 to \$1,000)
2. Intangible (hidden)
  - (a) Cost of lost businesses in uncovered territories (estimate \$1,000 to \$20,000 per month)
  - (b) Cost of loss of customer good will resulting from changes in representative
  - (c) Cost of ill will of separated representatives who have become anti-company

any combination of which may contribute to it. (See summary on facing page.)

Assuming that salesmen have been selected and placed with reasonable care and competence and that their compensation is not too far out of line, *the most important determinant of turnover among them is the quality of supervision they receive.* There are several reasons for this:

In most companies sales *training* is to a major degree a responsibility of supervision. Supervision often is the *sole* source of such training. In nearly every case, necessary follow-up work in the field must be handled by members of the line organization. Hence the extent, the content and the quality of the instruction given the average salesman is largely a function of his field supervision.

To a lesser but still important degree, the amount and character of the salesman's *compensation* is established either directly or indirectly by his field management. Supervisors as in territories. A territory may

have a great or very little potential.

In addition, supervision usually sets the salesmen's production quotas which are also frequently an important factor in determining bonuses. Even where a representative works on a straight salary, the amount and frequency of his *increases* almost always is determined by his field supervision.

### Communications Bottleneck

The field supervisory staff likewise provides the only channel of *communication* between the salesman and top management. Rarely do salesmen have any direct contact with the men who are running the company. Furthermore, woe betide the reckless salesman who attempts to by-pass his immediate supervisors and establish close relationships with top management. The reprisals are almost certain to be swift and sure and extremely unpleasant. In theory, one of the supervisor's main preoccupations is the welfare of his subordinates; in

practice, other concerns are often given precedence.


The chief obstacle to many supervisors' interest in their subordinates is their preoccupation with their *own* welfare. They are kept so busy with their campaigns to convince *their* superiors of *their* outstanding merits that they have little time left to bother with the problems and general welfare of those who report to them.

Consequently, they provide little or no opportunity for their subordinates to "talk out" their problems to them. They cannot be bothered to be of help on these problems. They fail to bring legitimate complaints to management's attention. Often they have such poor morale themselves that they *create* new dissatisfactions in their people. Furthermore, many do not support company management in their dealings with their subordinates. All too often they are more critical of these policies and practices than are their men. Hence such supervision not only fails to provide a clear channel of communication, either upward or downward, but in itself becomes a source of poor morale.

While the salesman's supervisor is a critical factor in his training and compensation and ideally provides a channel of communication between him and management, his most important role is *that of the strong but kindly father figure who is a constant source of sympathy and support to the harassed salesman.* As has already been pointed out by James S. Arnold in SALES MANAGEMENT,\* sales work has a number of unsatisfactory features which are peculiar to it. Selling is a lonesome activity; almost always the salesman is alone. It is inescapably and continually frustrating.

The salesman generally must work on the prospect's home grounds, not his own, thus depriving him of the security of familiar surroundings and the support of associates. His status is of necessity subordinate to that of his prospects because they—and they alone—have the power to give or to withhold the order. Unfortunately, in addition, some prospects take advantage of their superior status position to humiliate and abuse the salesman. This they can do with impunity because he must "take it—or else." He is constantly being rejected by his prospects. Even at best the salesman is often made to feel that he is an unwelcome intruder as well as the social inferior of those he solicits. In addition, it is frequently necessary for him

\*See "Death of Many Salesmen," July 15, 1949, page 37.



# Searching for someone with connections?

You won't have to look far afield. The person we have in mind is as near as your local bank.

He's your good friend, the banker . . . who's in constant contact with fellow bankers and business all over the world. Interested in an industrial site in Indiana? Shopping for a shoe store in the South? Just ask your banker . . . *he has the connections*. Consider the fact that one midwestern bank we know maintains contact with over 700 "correspondent" banks in the U. S. and abroad, receives more than 30,000 calls and personal visits from these

bankers in the course of a year . . . bankers just like your local friend who know *whom to contact anywhere* to get information that will help you.

Bankers are always mighty helpful—founts of knowledge in every community. Their knowledge, for example, of products and services . . . yours and yours and yours . . . which *their* customers can use, is often gleaned from reading their own magazine, *BANKING, Journal of the American Bankers Association*, 12 East 36th Street, New York 16, N. Y.

to be away from home for long periods. Finally, heavy sales work keeps the man under tension, demands long and irregular hours, and may be quite exhausting physically.

Unless the salesman is exceptionally self-reliant, impervious to insult and receives constant support at home, the vicissitudes of his work may seriously undermine his morale. If, in addition to the normal difficulties of the job, his "aloneness" is accentuated by lack of contact with his supervisor or the latter's obvious disinterest in him, he is almost certain to become seriously discouraged.

## One Case History

Joe Hendricks had the Gadsden, Ala., territory for a national manufacturer with headquarters in St. Louis. Joe was one of the company's better salesmen and had been in this territory ever since the end of the war, nearly six years. One day, without warning, his district manager received a letter from him, announcing his resignation. In the letter Joe gave his reasons for leaving:

Dear Mr. Bellamy:

You know I have asked you a lot of times to help me straighten out the things that are wrong out here, but it gets worse.

You haven't been out here for quite a long time, so you probably don't know how tough this territory is right now. I'm sure none of those business reports you get have the right dope. I was waiting to see Old Man Larby at Drifts Branch House in Anniston last week and read in his *Business Men's Weekly* where business and prosperity is pouring into the South. Well, it sure nuff ain't pouring into the Gadsden territory.

I'm used to the same old line from customers about 'business is poor' etc., but when the good customers jump on me, it's hard to take.

Here's one yesterday. The home office wrote to Northern Alabama Mercantile at Huntsville and I never got a copy. It's about the case sizes and prices of that special paper they get every year. I started quoting them and then Gledsne brought out this letter *dated last month—21st*—and showed me the change. They were nice about it, but it made me look like I had three left feet. You sure'y should be able to straighten such things out.

Another thing that hurts out here is that new warehouse that Globe has at Rome. Do you know that Saucy Meat Lockers at Huntsville only orders two weeks' supplies of #4 now. They said they could get it in three days from Rome so why have it stacked up in the way. It costs the same. We used to have it on other fellows on delivery, but while our deliveries have gone to pot theirs are getting better.

Tennessee River Packers are still calling about the shipment promised last

month. They say they can't get satisfaction out of a definite promise from you.

I have been trying to cultivate Henry Carskiden of Merchants Supply Co. here so that he would think I'm somebody. You know the last two times you came out here you took him out and entertained him—and you are the one that sends out the pretty paper mementos for his daughter's birthday. He keeps asking when you are coming out again and he gives me his orders reluctantly.

The final straw in Anniston was when the Credit Department put William O. Parot on C.O.D. and wrote him a nasty form letter. Now William O. has as good credit as any wholesale grocer in Alabama. He sure owns enough of that county, and the bank says he discounts all his bills. Now those pickleheads in Credit probably got him mixed with William P. Parot who has a little hatchery. There are a lot of Parots down there.

That little old fellow Murdock in the Feed Mill on the other edge of Attalha is fit to be tied. He has written you and the factory four times I know. The glue on those bags is no good. If it was any good the bags would stick together. Their mill is dry. They have had to rebag whole mixes.

You wrote about a sales meeting in Atlanta but I don't need a sales meeting where you put on a big promotion. But I sure have needed some help out here, specially to keep some of these merchants off my neck about non-deliveries, messed up shipments, price changes without notice or explanation, etc.

Honestly, they have been treating me like a poor third cousin. My wife says she has never seen me so low since we were married.

I have had some offers and one of them looks awful good. I don't like to quit for I can sell this line if I'm backed up.  
Joe Hendricks

P.S. This other fellow just called and I told him I would go with him December first. Please let me know whether you want my papers and samples sent in to you in Atlanta or turned over to someone out here."

Joe

Joe felt that he had been *abandoned* by his immediate superior, the district manager. He rarely saw him; he had practically no opportunity to "talk out" his problems on and off the job to a sympathetic and interested listener. At the end of nearly six years he never had been told where he stood. He assumed that he was doing satisfactorily since his volume had increased each year, but it was assurance by default—he never had been specifically told. But the straw which broke the camel's back in his case was the fact that he never felt that he had received any *support* from his supervisor or from the home office. Whatever problems he had, it was up to him to work them out in his own way.

Customer complaints about the product, about deliveries, about cor-

## DAVENPORT, IOWA Unquestioned Leader in QUAD-CITY Retail Sales!



DAVENPORT, IOWA—\$102,900,000



ROCK ISLAND—\$54,446,000



MOLINE—\$53,175,000



E. MOLINE—\$13,009,000

## Use the Davenport Newspapers

- ONLY THESE NEWSPAPERS PROVIDE HOME-DELIVERED CIRCULATION THROUGHOUT THE QUAD-CITIES! THE DAVENPORT NEWSPAPERS ARE UNQUESTIONED LINEAGE LEADERS IN THE \$402 MILLION QUAD-CITY MARKET.

FIGURES COPR. 1951 SALES MANAGEMENT SURVEY OF BUYING POWER

The Only  
Quad-City



Newspapers

The New  
MORNING DEMOCRAT

The Evening  
DAILY TIMES

The Sunday DEMOCRAT & TIMES  
HEADQUARTERS: DAVENPORT, IOWA

Serving the Quad-Cities of Davenport, Iowa; Rock Island, Moline, East Moline, Illinois  
Represented Nationally by JANN & KELLEY, INC.





Your cereal sales soar high when high-flying PIONEER Qualatex "Floating Billboard" balloons give them a lift! Free balloons change kids' "favorite" cereals—mothers' buying habits, too. Other customers see your sales message.

In one shopping area, city or state, you put new push behind any product you sell with low-cost PIONEER balloons as package inserts, tie-ons or self-liquidators. Printed in non-fading crackless pigments. Our Ad Service Department gives you ideas, samples, imprint information. Write to The PIONEER Rubber Company, 108 Tiffin Road, Willard, Ohio.

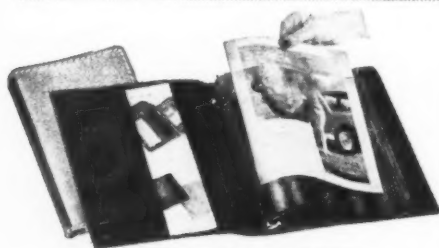


Put **SELL** and **SPARKLE** into your presentations!

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**V. P. D. SPEL-BINDERS**  
the looseleaf book  
with plastic folders

25 handsome styles shown  
in V.P.D. Catalog #52 sent  
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letterhead.

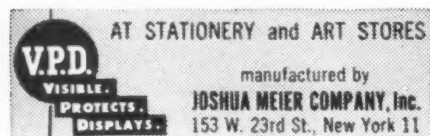
All colors, all sizes up to 24x18.  
From \$1.75 up.



**PIGRAIN SPEL-BINDER**

Multo-Ring with plastic folders

Cover looks, feels like pigskin. Saddle-Stitched. Tan or black. 11x8 1/2 only \$5.75 with 10 holders.



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VISIBLE.  
PROTECTS.  
DISPLAYS.

manufactured by  
**JOSHUA MEIER COMPANY, Inc.**  
153 W. 23rd St., New York 11

## Maybe You'll Squirm

... when you read Dr. McMurry's second and third articles on turnover problems. Out of years of practice as an industrial psychologist specializing in personnel problems, Dr. McMurry has almost a disturbing insight into people's minds and hearts. One of the challenging statements he makes later in this series is this:

"The truth is that many executives deep within themselves, fear to face the facts that a careful study of the reasons for sales turnover might bring to light . . . they do not dare risk any action which might threaten either their status or their security."

He tells, too, why even after the facts are known, so many executives fail to follow through with remedial action.

Watch for the second article in the next issue. We predict this series will place in the "ten best articles of the year."—The Editors.

responsiveness from the credit department—none of them conditions for which he was responsible—were constantly referred to him. In spite of this, he was expected to handle them. The dreary day-in and day-out routine of lost sales, broken promises by prospects, humiliations meted out by those he solicited—all these he was expected to take in his stride with never a word of encouragement from his district manager, with never a helping hand in a tough spot. Ultimately the time came when he could take no more of it. It was then that he resigned.

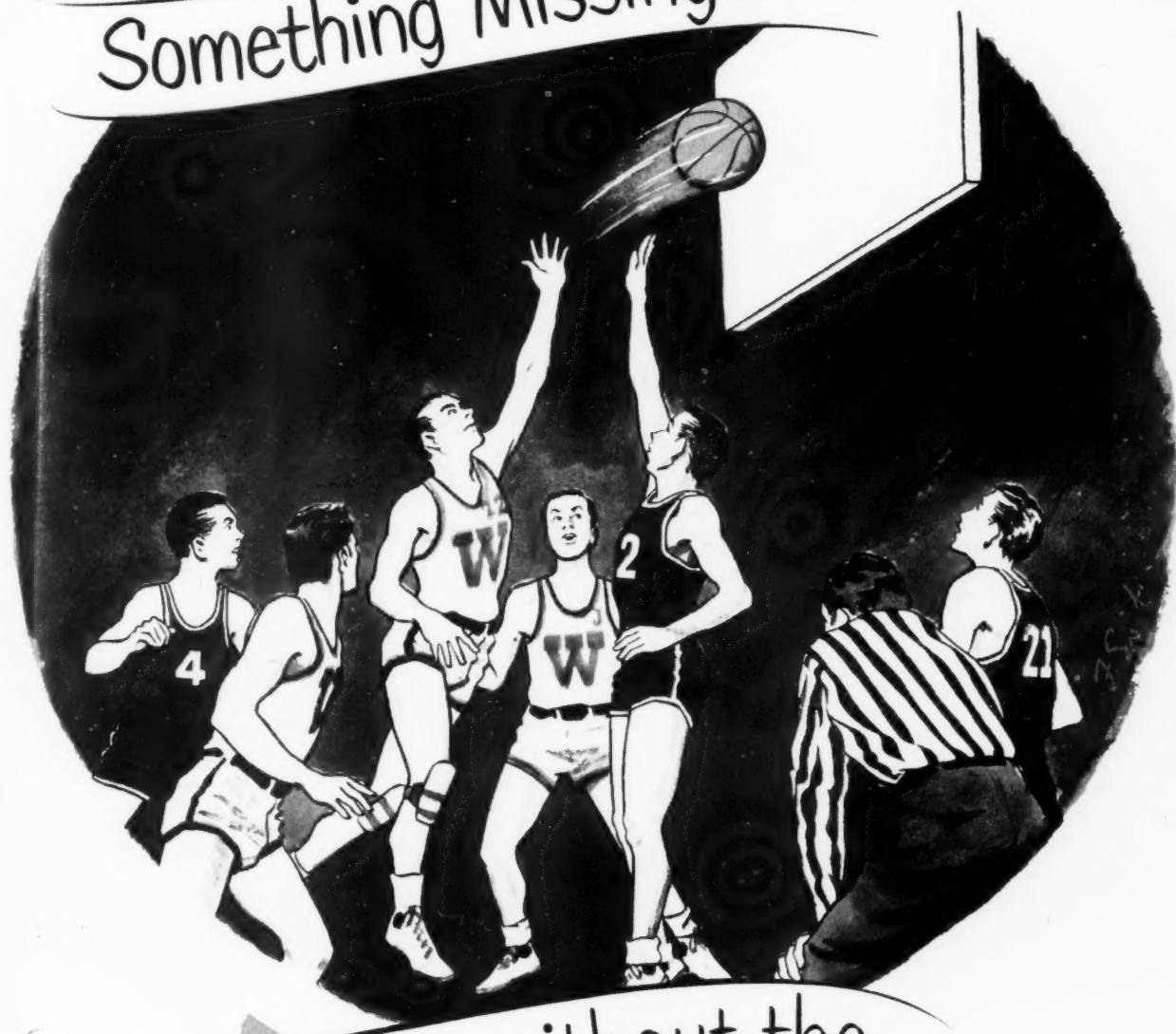
To understand Joe's reaction to his "abandonment," it must be recognized that many of the most effective salesmen are *extremely immature personalities emotionally*. They are mature in years and may be intelligent, technically competent and widely experienced, but they never have outgrown their childish tendencies to be selfish, to be dependent, to be wishful thinkers, to be pleasure-minded, and to delight in calling attention to themselves. Paradoxically, it is because of these very traits that many are successful as salesmen.

Because they are selfish they like commission selling; they work chiefly for *themselves*. Being dependent, they learn to be superficially likable and charming to make others like them so that, in turn, *they can be more thoroughly exploited*. As confirmed wishful thinkers and masters of self-delusion, they develop great skill in transmitting their dreams to others. They believe them themselves, hence

they are sincere in their statements and promises, regardless of how fanciful or downright dishonest they may be. They are successful in selling because *the immaturities in their prospects are resonant to theirs* and they can induce them, therefore, to believe as they do. Because they often are playboys at heart, they like to entertain others, particularly at company expense. Finally, because many have marked exhibitionist tendencies they enjoy appearing before individuals or groups, making dramatic presentations and in other ways becoming the centers of attention. All of these qualities are great assets in sales work of the more usual types. On the other hand, persons who exhibit these traits often have other limitations, some of which contribute particularly to the development of poor morale and increased turnover.

Among these limitations, as has already been mentioned, is the tendency for emotionally immature persons to be *dependent*. Invariably they are the product of an early environment in which they have been recipients of unusual consideration: the favorites of the family, they were sickly or, for some other reason, they were pampered. As a rule, because dependence is not socially acceptable, the individual who exhibits it has difficulty in facing the truth about himself. Immature people are not realistic about anything, themselves in particular. Therefore the immature person cannot face the fact that he never has learned to be self-reliant and stand on his own feet. In fact,

Something Missing...



like California without the

THE SACRAMENTO BEE •

THE MODESTO BEE •

THE FRESNO BEE •

## BILLION DOLLAR VALLEY OF THE BEES

It's a market that accounts for nearly 1/2 of California's total gross farm income . . . nearly 1/5 of its total retail sales.\* But you'll miss it if you try to cover it with San Francisco or Los

Angeles papers. The inland Valley is an *independent* market that you cover only with its own leading papers — The Sacramento Bee, The Modesto Bee and The Fresno Bee.

\*Sales Management's 1951 Copyrighted Survey

### McClatchy Newspapers

National Representatives . . . O'Mara & Ormsbee, Inc.



## GEORGE MOSLEY, just how *light* is the Crown atop your famous 7?

Easy and *very* light, we'd say, judging from 7 Crown sales figures!

We're pleased, Mr. Mosley, that the major share of your Cincinnati newspaper advertising comes to the Times-Star, the one daily that gives best coverage of the concentrated Cincinnati market, where 48 percent of Ohio's District A liquor sales are made.

Advertising by Seagram 7 Crown—and other leading distillers—last year helped the Times-Star extend its advertising leadership reign to 44 consecutive years. Long live the king! In Cincinnati, it's the Times-Star!



### 82<sup>nd</sup> IN POPULATION among Sales Management's 162 Metropolitan County Areas

If your newspaper campaign includes the first 100 markets according to population—then over 234,000 Quad-Citians are among your targets. On the Illinois side live 57% of Quad-City population. And you cover Illinois' Rock Island, Moline and East Moline (3 of the 4) when you use

*The ROCK ISLAND Argus*  
*The MOLINE Dispatch*

THE ALLEN-KLAPP CO., National Representative

he may go out of his way to deny his weakness and insecurity by boasting and other behavior calculated to impress others with his self-confidence. Unfortunately, behind what is often an impressive facade, is frequently a basically insecure and frightened child.

### Salesmen Need Help

When a basically weak and insecure person goes into sales work, his positive qualifications—intelligence, training, skill in manipulating people, etc.—may make him successful to a high degree. They more than compensate for his fearfulness. Nevertheless, when he finds himself in a selling situation which demands that he exhibit genuine self-reliance and self-confidence, his latent weaknesses may manifest themselves. He begins to feel worried and insecure—discouraged. He needs someone to whom he can tell his troubles.

More urgently, he needs someone to help him over the rough spots. It makes him uncomfortable to be alone. He needs counsel, sympathy and support. If he does not receive it, any one of several things may happen:

First, and most frequently, he quits—runs away from a difficult and unpleasant situation. Second, he may take to drinking because when he drinks his fears disappear and his self-confidence is enhanced—temporarily at least. Third, he may develop some physical ailment—ulcers, an allergy, hypertension or some other psychogenic disorder. All three are undesirable and all have a common root: placement of the salesman in a work environment which subjects him to pressures beyond his capacity to bear. All three contribute measurably to turnover.

Whatever mode of flight from the situation the salesman may develop—quitting, drinking or illness—under pressure his behavior tends to become increasingly *regressive*. As the pressure increases, the more unreasonable and childish he is likely to become. Being habitually selfish, dependent, incapable of self-discipline, a wishful

thinker and chronically demanding, his reaction to pressure will be to show these traits to a constantly increasing degree. Particularly marked will be the increase in the number and scope of his demands and the extent of his dissatisfaction when they are not granted.

This, in turn, serves to rationalize and justify his decision to leave—being a wishful thinker, the grass always looks greener in an adjacent pasture. Leaving permits him to indulge in the typically childish but self-flattering conviction, "My supervisor will be sorry when I'm gone." Such persons can elaborate their dissatisfactions at real or fancied ill-treatment to the point where they become active missionaries of ill will, both within the organization and with customers and the public on the outside. Thus the employer not only ultimately loses the benefit of their services, but finds that in the meantime they have become a prolific source of bad public and customer relations.

### A Factor in Morale

When the sales supervisor has learned from bitter experience how to recognize such cases and by trial and error how to handle them, he can minimize their effect upon his unit. In addition, a small number of supervisors are sensitive to the problems of their subordinates, have a capacity for empathy, and are able to deal with them intuitively. They can feel the need of these dependent individuals for a strong father figure to counsel and support them and step easily into this role. As a rule they tend to maintain better morale in their units and have less turnover than do others with less insight, even though they may have an equal number of prima donnas with which to cope. Unfortunately, the number of sales supervisors with these insights and intuitions is small. The greatest danger to morale—and a very real source of turnover—lies in the field manager who is notably insensitive to his subordinates, *but is seriously*

### Get Your ART & PHOTO BUYERS' GUIDE

The March issue of ART DIRECTOR & STUDIO NEWS has the first national art and photo buyers' directory ever published. Over 70 different services listed—retouchers, letterers, designers, cartoonists, art and photo studios and reps, color prints, etc.

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### ART DIRECTOR & STUDIO NEWS

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**1,324,000 EMPLOYED NOW** in the Detroit metropolitan area—only 5.5% below a year ago. And skilled workers are in big demand by most every plant.

**FACTORY WAGE NOW OVER \$2 AN HOUR**—highest average factory wage rate of the nation's five largest cities . . . up 6.5% over a year ago. In total payroll, that more than offsets the drop in employment.

**SAVINGS HIT NEW HIGH OF \$977,960,000**—up 3.6% over a year ago. And bank debits amounted to more than 50-billion dollars last year . . . 5 billion more than the previous year.

**OVER 2 MILLION CARS AND TRUCKS IN FIRST SIX MONTHS** of this year is the production schedule of the auto industry. That's more than was produced in the same period of 1949.

**NEW \$50,000,000 FORD PLANT** will build Navy jet engines. Chrysler and Packard have other jet plants well under construction . . . and over 100 Detroit metropolitan area plants have been granted certificates of necessity for additional plant facilities.

**50,000 NEW DEFENSE JOBS BY JULY 1ST** for Detroit area workers! Government-approved program will give Detroit area an additional \$500 million "immediate production" defense order. This will raise Detroit's contract total to 10% of the nation's total defense production.

**VALUE OF INDUSTRIAL GOODS** manufactured in the Detroit area is third highest in the nation—topped only by New York and Chicago.

**Yes! Detroit Means Business  
Today—and for years to come!**

**THE DETROIT NEWS** has always been the strongest single selling force in the great Detroit market. **THE NEWS** not only has the largest total weekday circulation, but concentrates 96% of it in the 6-county trading area that accounted for **OVER 4 BILLION DOLLARS RETAIL BUSINESS LAST YEAR!** That's why advertisers place practically as much total linage in **The News** as in both other Detroit papers combined.

439,808

Highest weekday circulation of any Detroit newspaper

365,718

Highest Sunday trading area circulation.

A. E. C. figures for 6-month period ending September 30, 1951

## The Detroit News

THE HOME NEWSPAPER

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH • Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

MARCH 15, 1952

109

# YOUR COMPANY CAN SAVE MONEY ON NEW CAR RENTALS!

A completely new method of sales-and-service Fleet operation is now available through Waters Equipment Co., Inc.—a plan which will take the capital investment and guesswork out of transportation costs and will enable you to operate five or more company cars—brand new cars on an economical leasing basis.

OPERATING MAINTENANCE is included in your rental. Repairs are deductible.



FIRE, THEFT AND COLLISION insurance coverage is included in the lease.

LICENSE PLATES are supplied for any state in the Union, to fit your individual salesmen.



PERIODIC INSPECTION, when required by state law, is paid for by Waters.

As the world's largest distributor of De Soto and Plymouth cars with locations in San Francisco, Detroit and New York, we are in a position to give you the best possible service on your Fleet requirements. Consult us before you buy or rent new sales cars. For more details, write for Fleet-Lease Booklet.

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San Francisco • Long Island City • Detroit

• • • • •

• WATERS EQUIPMENT CO., INC. •

• 33-1C Queens Boulevard •

• Long Island City 1, N. Y. •

• Gentlemen: •

• Tell me more about your Fleet rental plan. •

• NAME..... •

• COMPANY..... •

• ADDRESS..... •

• CITY.....ZONE.....STATE..... •

• • • • •

immature himself.

In the majority of instances the chief criterion used in deciding the fitness of a salesman for promotion to a management position has been his *productivity*. While it is important that the supervisor has demonstrated sales ability, it is easy to overweigh this factor and undervalue others which are of equal or even greater importance. Others are promoted as a reward for long service and some are made supervisors because no one else is available. The result of this is to fill the ranks of field management predominantly with men whose chief claim to fame is that they have had some degree of success as producers.

Consequently, many supervisors exhibit the same type of personality makeup which is commonly found among successful salesmen. Unfortunately a substantial number are not too mature emotionally. They have not outgrown the same infantile tendencies found in their men. While the by-products of their infantile tendencies are often useful in *selling* (Examples: Their selfishness provides an incentive to activity; their skill at rationalization aids them to plausibility in making a presentation), they may be liabilities as leaders and administrators.

### One Grave Weakness

A personality of this type in a supervisor is undesirable on several counts. First, from an administrative point of view, such individuals have difficulty because their dependence and lack of self-reliance make it extremely difficult for them to *accept responsibility*. They find it impossible to make decisions on their own. They always must have someone to hold their hands, to support them when the chips are down. If they do not find support—usually from *their* superiors—their reaction is to run away from the problem. Even where overt flight symptoms are not manifest, the anxieties created by this need to accept responsibility result in a tendency to procrastinate, to postpone decision making, or to the development of a panic reaction with concomitant bad judgment. As a result, such supervisors tend to be ineffective as administrators. What is worse, their weaknesses soon become apparent to *their* subordinates.

Not only does this cause the subordinates to lose respect for the supervisor, but weakness is infectious. When the salesman is insecure, his primary need is for a *strong* super-

visor upon whom he can lean. If he senses that his superior is as weak or weaker than he is, his anxieties may become overpowering. Nothing remains for him but to find a job elsewhere. Rarely are these anxieties overt and recognized by the salesman because he cannot admit and face his own limitations. Hence his moves are plausibly rationalized. Nevertheless, the *real* cause of turnover is lack of confidence in the supervisor by his men.

### A Human Relations Problem

Second, and quite aside from the incapacity of such individuals to play the role of the strong, kindly and protective father, their immaturities seriously handicap them in their day-to-day relations with their subordinates. Being selfish, they have little true interest in their men. Their only concern for them is as instruments for their own personal aggrandizement. Specifically, if a part of the supervisor's income comes from an over-ride on his men's production, he is naturally interested in increasing it; often he does this by serving as a "closer" for his weaker men. On the other hand, he has little concern for his men's problems in getting this increased production. If he can manipulate them by false promises, "pep" talks and similar devices, he has no scruples about doing so. As far as he is concerned, they are the "faceless" ones to be exploited to the maximum and used to his personal advantage.

Third, a selfish supervisor tends to have his attention focused *upward*. By this is meant that he is primarily interested in impressing *his* superiors. After all, it is *his* superior who determines his future in the company, establishes his rate of compensation and decides on the territory to which he will be assigned. Therefore, anything that threatens to mar the perfection of the picture which he paints for his superior must be avoided at all cost. It may be that a supervisor's men have legitimate complaints. However, if they happen to conflict with the "big boss" prejudices, they are not brought to his attention. The supervisor knows better than to be the bearer of ill tidings.

Fourth, when the first-line sales management is inherently weak and disinterested in its men, it usually is reluctant to devote more than an absolute minimum amount of time to them and their problems. This means that their training is often slighted, especially follow-up training in the

*Seattle Times Leadership Proven again*

This data represents a page from the 1952 Study and Report of Seattle Newspaper Circulations and Duplications. Ask your local O'Mara & Ormsbee representative for the complete printed report.

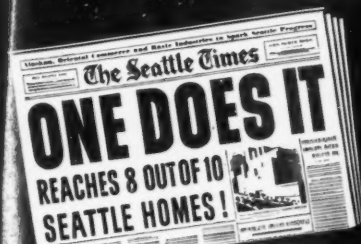
# FOUR YEAR STUDY OF SEATTLE NEWSPAPER READING HABITS DAILY

[ABC City Zone]	1952 [Dec. 1951]	1950 [Feb. 1950]	1948 [Oct. 1948]	1952 vs. 1948 REMARKS
Seattle Times Coverage of Seattle Homes	75.7%	76.2%	76.2%	Year after year the best, consistent, one newspaper buy.
Coverage by P.-I. of Seattle Homes	37.6%	41.6%	39.3%	Shows decrease in coverage.
Read Only The Seattle Times	55.5%	52.4%	53.4%	Seattle's "accepted newspaper" shows continued dominance.
Read Only Seattle P.-I.	17.4%	17.8%	16.5%	Virtually no change.
Read Both The Seattle Times and Seattle P.-I.	20.2%	23.8%	22.8%	Slightly lower duplication results from added exclusive strength of The Times.
Read Neither Newspaper	6.9%	6.0%	7.1%	No change.

## SUNDAY

[ABC City Zone]	1952 [Dec. 1951]	1950 [Feb. 1950]	1948 [Oct. 1948]	1952 vs. 1948 REMARKS
Seattle Times Sunday Coverage of Seattle Homes	73.9%	73.0%	74.6%	Year after year the best, consistent, one newspaper buy.
Coverage by Sunday P.-I. Seattle Homes	40.1%	43.1%	45.7%	Shows decrease in coverage.
Read Only The Seattle Sunday Times	50.4%	47.4%	45.4%	More and more—The Times is Seattle's accepted Sunday newspaper.
Read Only The Sunday P.-I.	16.6%	17.5%	16.5%	No change.
Read Both Sunday Times and Sunday P.-I.	23.5%	25.6%	29.2%	Duplication factor shows continuing "drop" paralleled by added exclusive Times strength.
Read Neither Newspaper	9.5%	9.5%	8.8%	Virtually no change.

[Between 1948 and 1952 both Seattle newspapers increased subscription prices]



# The Seattle Times

## REACHES 8 OUT OF 10

Represented by O'MARA & ORMSBEE • New York • Detroit • Chicago • Los Angeles • San Francisco



# NOW the RCA VICTOR "45" SYSTEM for sales training



Now, you can co-ordinate your entire, country-wide sales training program . . . thanks to the unique advantages of RCA Victor's 45 rpm recordings. Now, main-office personnel can brief field men on developments in any branch of your business.

A "personal" contact that's simple, direct and forceful . . . more stimulating than dozens of bulletins or letters. A welcome and efficient aid, both for sales training and for month-to-month sales management.

Featherweight, nonbreakable discs—only 7" diameter—play over 7 minutes per side. Compact, easy and inexpensive to airmail. Complete automatic players are low in cost . . . deliver astonishingly clear, strong sound.

Ask us, too, about "45's" successful direct-selling applications—ideal for special, on-the-spot promotion stunts.

Contact your nearest RCA Victor Custom Record office today!

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Dept. S-30, HOLLYWOOD 38  
Hillside 5171



RADIO CORPORATION OF AMERICA  
RCA VICTOR DIVISION

## Love That Dealer!

Cultivating your dealers' kind thoughts is easy when he makes money with your product. You can help him make money by aiding him to effectively merchandise your product. Keep posted on the events in your dealers' territories where intensive selling can be done. For all events—all over the United States and Canada—see the complete directory of conventions and trade shows. Turn to page 131 and see how many ways it can be of help to you.

field. If the home office wants to provide trainers, well and good, but to such field supervision, training is something to which lip service is given but to which little time is actually devoted. If training is provided by the home office, its principal value to the supervisor is a negative one: It serves as an excuse to him to explain away any poor showing on the part of his men—they were not properly trained by the home office.

## When Leadership Is Lacking

Fifth, not only has such supervision little time to spend on training, it has even less time to give to what may be termed the "amenities" of management. By this is meant the establishment of a friendly and interested relationship between supervisor and salesman.

Under such conditions, the salesman is given little encouragement to go to his supervisor and talk out his troubles. The supervisor "can't be bothered." Good work is given scant recognition. It is taken as a matter of course, as the supervisor's due. On the other hand, if the salesman makes a mistake, especially one which reflects adversely on his superior, he hears about it promptly and forcefully.

Rarely does such a supervisor trouble himself to sit down with the salesman and tell him "where he stands." This takes time and occasionally is a little difficult, particularly if the subordinate is not wholly receptive to the supervisor's criticisms. It is much easier to wait until the man's weaknesses have pyramided to the point where he must be released. Then he is sent away with the curt explanation, "Your work is not satisfactory." If the salesman goes to his superior with a legitimate complaint, he is brushed off as quickly and painlessly as possible. Naturally, in a tight labor market with other positions available for the asking, the more alert men soon look elsewhere.

Sixth, because supervisors of this type are often weak and insecure, they are ineffective as dynamic and genuinely inspirational leaders. Not only do they fail to earn their subordinates' respect, but they often fear to be easy and natural in their relations with them. They believe that if they are natural and informal in their contacts with their men, the latter will not respect them. They are convinced that only arbitrary authority is respected. They are not aware that it is also hated. Because they are fearful that they cannot be respected on their own merits, they hide behind the au-

thority vested in them or overcompensate and become martinets. They often adopt a demanding, imperious manner and issue orders to their subordinates in the fashion of the Lord of the Manor addressing his peasants. They seem quite unaware that it is one thing to give orders and another thing to have them accepted.

Such supervisors sometimes forget that this is not Russia and that if their instructions are to be carried out, it must be done *voluntarily*. Supervisors of this type get little co-operation from their underlings, which leads them to attempt to force it by edict. As this is rarely effective, nothing remains for them but to become more arbitrary. The end result is either insurrection or a continuing state of quiet desperation among the members of the unit. The usual effect of such leadership is to stimulate turnover.

## Failures in Man-Building

In addition to its inadequacies in first-line administration, field management of this character is costly to management in another important respect: It rarely builds men. There are a number of reasons for this: Supervision of this kind, being selfish and disinterested in the field personnel, rarely devotes the time and effort required to train, coach and develop promising subordinates.

More important, many such supervisors fear to develop strong and competent juniors. Being inherently dependent and insecure, they cannot risk the danger of having competition for their positions. They have enough anxieties as it is without creating new ones by developing in their units men who are as well or better qualified than themselves. While each may give lip service to the concept that he should have a man prepared to take his place as a prerequisite to his promotion, the reality is often too frightening. A good man is too much of a threat. In fact, should a man develop in spite of the supervisor's neglect, his first reaction is to rid himself of the danger as quickly as possible. This is rarely difficult to do although it, too, contributes to turnover. It is largely because of these factors that many sales organizations not only lose most of their good men, but have few in the lower echelons of supervision who have potential for development to higher levels.

Finally, an immature supervisor, being primarily concerned with himself is not loyal to the company. As long as his interests and those of the company happen to coincide, as is

well. However, let a divergence develop. Higher levels of management become critical of him, his attitude becomes acutely hostile. Under such circumstances, because he is not loyal to the company, he has few scruples against venting his aggressions by undermining the morale of his unit.

### Thorough Analysis Needed

To summarize, turnover in a sales organization is always costly. While deficiencies in selection, training and compensation play parts, the key is nearly always to be found in the kind of supervision to which the sales personnel is subject. The immediate superior of the group is the one who determines its morale and consequently the amount of turnover in it. However, his selection, his training and the appraisal of the quality of his performance is the responsibility of top company management. No improvement will be possible unless initiated by top management. Because the problem is, of necessity, a complex one, any search for quick, simple and inexpensive panaceas will be futile. While the supervisor is the key figure, he is not necessarily the only one. He may be doing an excellent job. Turnover may be high in spite—rather than because—of him. Hence if management is sincere in its desire to reduce its turnover, it must honestly and thoroughly appraise its entire sales personnel and supervisory policies, programs and practices, beginning at the very top. It never must forget that the organization is but the lengthened shadow of the men who determine its basic philosophy and policies.

If they are selfish, demanding and interested principally in the exploitation of their subordinates, nothing in the world short of a major depression will reduce turnover in their organizations. Not only will they continue to have turnover, but sooner or later they will find that they have a *union*—their salespeople's only protection against their supervision and the management that establishes the policies under which they must work. Turnover is the first symptom of a sick organization. If it is not heeded, the complications may be serious and costly—even fatal.

(This is the first of three articles by Dr. McMurtry. In the second and third he will outline a practical procedure any company can follow to unearth the truth about causes for turnover among members of its own sales force. The second article will appear in *Sale Management* for April 1; the third, in April 15.—The Editors.)

# Sell Florida's Big-Busy-GROWING



## A Major Year 'Round Market Getting B-I-G-G-E-R Fast!

- ★ **Florida is Nation's Second Fastest-Growing State**  
— Census forecast shows Florida population of 3,700,000 by 1960
- ★ **\$240,000,000 Gold Coast Expansion Planned by Utility**  
— Florida Power & Light Co. builds for tremendous area growth
- ★ **Florida Leads Nation in Business Firm Increase**  
— Dept. of Commerce shows number of Fla. firms almost doubled since 1944

Take advantage of the soaring sales potential of Florida's fabulous Gold Coast market. Ask your SB&F man to tell you about its amazing growth — and how The Miami Herald gives you comprehensive, low-cost coverage of the entire Gold Coast area.



JOHN S. KNIGHT, Publisher

STORY BROOKS & FINLEY, Nat. Reps. A. S. GRANT, Atlanta, Affiliated Stations WQAM, WQAM-FM

MIAMI--An International Market

## Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

### NEW REPRINTS

243—10 Ways Distributors Rate Your Pricing Policies, by Louis H. Brendel. (Price 5c)

242—What Distributors Expect from Your Promotion, by Louis H. Brendel. (Price 10c)

241—10 Price Objections—How to Meet Them, by Harry Simmons. (Price 5c)

240—A Blueprint of the Modern Sales Manager's Job, by Burton Bigelow. (Price \$1.00)

239—The Politics—and the How—of Industrial Publicity, by William K. Hariman. (Price 10c)

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236—14 Practical Ways to Help Your Distributors—Now, by Louis H. Brendel. (Price 10c)

235—Salary & Bonus Plans Popular in Drug Field. (Price 5c)

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233—What Women Like and Dislike About Packages Today, by A. R. Hahn. (Price \$1.00)

### MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

Adventures in Shopping (thirteenth and fourteenth of a series of articles). (Price 25c)

Adventures in Shopping (eleventh and twelfth of a series of articles). (Price 25c)

Adventures in Shopping (ninth and tenth of a series of articles). (Price 25c)

Adventures in Shopping (seventh and eighth of a series of articles). (Price 25c)

Adventures in Shopping (fifth and sixth of a series of articles). (Price 5c)

Adventures in Shopping (third and fourth of a series of articles). (Price 25c)

Adventures in Shopping (first and second of a series of articles). (Price 5c)

10 Sound Rules for Using a Blackboard When You Speak, by James F. Bender, Ph.D. (Price 5c)

When Salesmen Lack Enthusiasm for an Old, but Basic, Policy, by F. J. Tone, Jr. (Price 10c)

Do Your Salesmen Know How to Figure a Turnover Chart for Retailers?, by E. B. Caldwell. (Price 5c)

How to Get the Most Out of Your Advertising Agency, by Alfred H. Edelson. (Price 5c)

We Built a Food Brokerage Distribution System in 5 Weeks, by D. Mead Johnson and Robert E. Sessions. (Price 10c)

8 Traits That Makes Salesmen Welcome at General Electric. (Price 10c)

The Farm Market Grows Billions Bigger, by Lawrence M. Hughes. (Price 50c)

# Radio Still Dominates THIS RICH MARKET



Radio delivers MORE sets-in-use in the South Bend market than before TV! . . . Hooper Surveys for Oct.-Nov. 1951 compared with Oct.-Nov. 1945 prove it. Morning up 6.8, afternoon up 8.0 and evening up 4.4. Television is still insignificant here because no consistently satisfactory TV signal reaches South Bend. Don't sell this rich market short. Wrap it up with WSBT radio.

**30 Years on the Air**

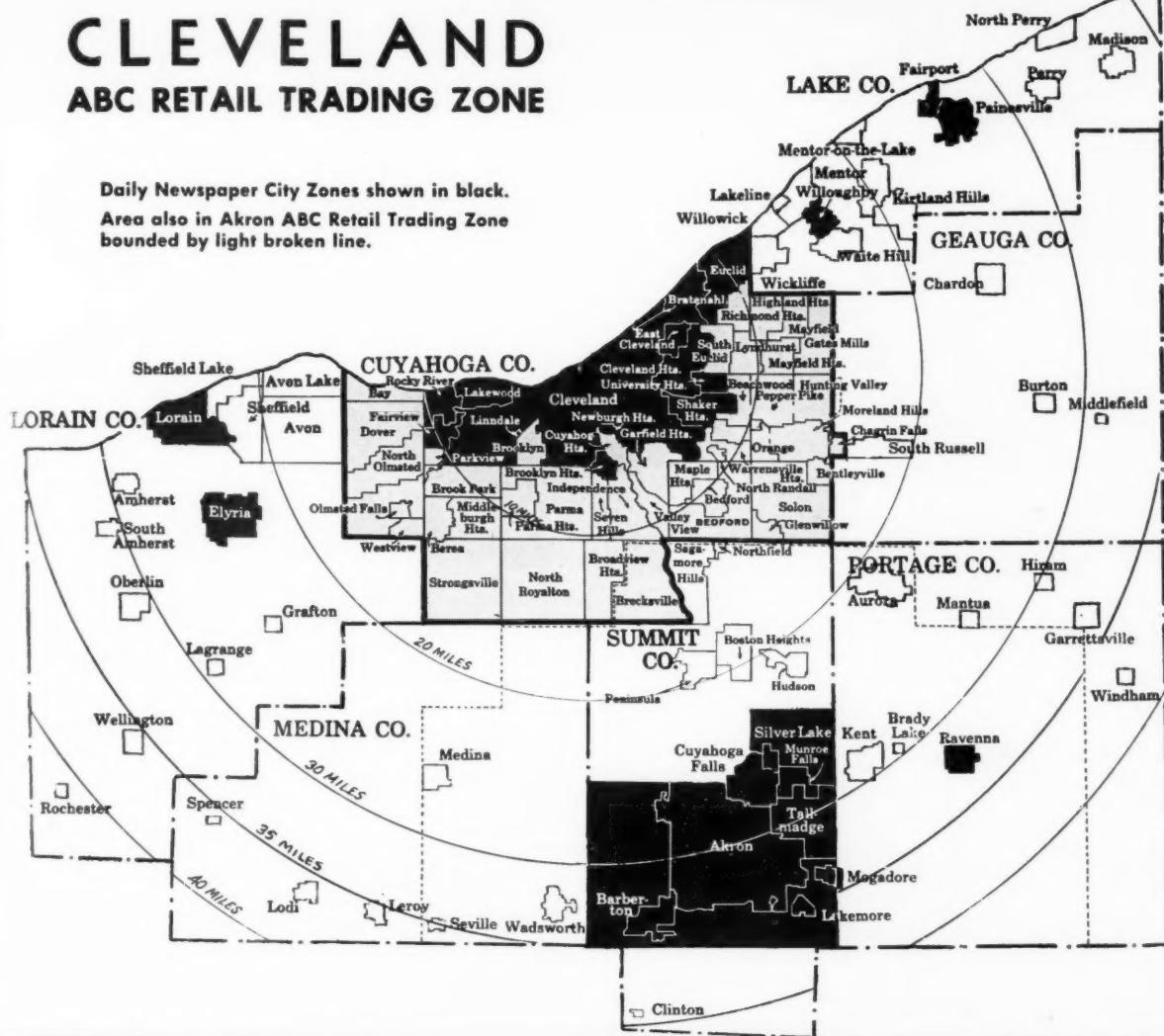
PAUL H. RAYMER COMPANY • NATIONAL REPRESENTATIVE

SALES MANAGEMENT



# CLEVELAND ABC RETAIL TRADING ZONE

Daily Newspaper City Zones shown in black.  
Area also in Akron ABC Retail Trading Zone  
bounded by light broken line.



The Cleveland ABC Retail Trading Zone contains seven counties. One county . . . Cuyahoga . . . contains Cleveland and more than 50 suburbs, and has more buying power\* than any of 23 states. That is why it deserves the kind of coverage given by

\* Effective Buying Income  
Sales Management 5-10

## The Cleveland Press





**PIUMA MEN FIGHT** as hard for display space as they do for orders. This simple "jumble," clearly priced, sells without affecting shelf sales at all. In the photo: Joe Fawcett, Piuma sales manager, (left), with Sam Blau and Milt Thatcher, in the Bi-Rite Market, Los Angeles. It's the old story of catching customers in traffic lanes.



**GOOD HOUSEKEEPERS:** Piuma men are all armed with dusters. Wherever they stop the stock gets freshened up, set in perfect order. Spic and span appearance attracts customers. Many a dealer who can't find the time to do these chores himself is grateful to Piuma men for doing it for him. It's service that builds good will.

## Piuma Cuts Marketing Costs with "Flying Squadron" Sales Force

**The product: Wine. The territory: Southern California. The fresh idea: Put the sales force to work as a team, comb one complete territory in one day. Sample of savings: Ten delivery trucks now do the work which 20 did before.**

Wine is a product full of ups and downs, because it is made from grapes, a crop that fluctuates. Just now the California wine industry is torn by price competition growing out of last year's record crop.

Piuma Winery, Los Angeles, has gone far toward stabilizing its own business with a new marketing method which involves territory coverage by "flying squadron" rather than the more usual routine territorial basis by individual salesmen.

This winery was established in 1889, is owned by the second generation of the Piuma family. It markets only in home territory—the seven southern counties of California.

Wine is a perishable. Other perish-

ables are sold to food retailers by salesmen who carry stocks of bread, milk, cookies, etc., on trucks, replenishing dealers' stocks on the same trip. A complete line of wine varieties and packages would require a string of trailers. So wine is generally sold by a winery salesman taking orders in his territory, to be filled later by a delivery truck.

Under the Piuma plan, the 33 salesmen who formerly worked alone in that many territories are now massed and thrown into a single territory for one day. They sell, service stocks, install point-of-purchase displays. In a day or two the Piuma trucks make deliveries, also concentrated in one territory.

The entire Southern California area is covered every two weeks, and marketing costs have been reduced, giving Piuma a margin for increased consumer advertising at times when other wineries cut prices, as they do today. Piuma maintains a fixed retail price per fifth bottle. Other wineries are either lower or higher, according to supply and demand. Piuma is now able to handle its deliveries with 10 trucks instead of twice that number formerly needed.

"Taking the nonsense out of wine" is the way Joe Piuma describes it. He is president of the company. He played around the winery with his brother Frank, who is vice-president, when Los Angeles was a *pueblo*, and admits to having the wine maker's handicaps when it comes to marketing.

By "nonsense" he means not only the traditions of vintages and the myths of this kind of wine with that particular kind of dinner course, a particular kind of glass, but also the law of supply and demand that affects California wine marketing—

# Companion Circulation Hits All-Time High

*Record-breaking February issue exceeds*

# 4,600,000

*Newsstand sales soar to over*

# 1,750,000

It's today's biggest advertising news—the surging, dynamic growth of *Woman's Home Companion*—month after month, year after year. It's a healthy continuing upswing of spectacular increases. Look at the record.

*Official A.B.C. figures for last half of 1951 (just released) show Woman's Home Companion scored*  
**BIGGEST INCREASE IN TOTAL CIRCULATION — BIGGEST INCREASE IN NEWSSTAND CIRCULATION**  
*over first half of 1951*

<i>TOTAL Net Paid Circulation</i>	<i>Six Months Ending June 30</i>	<i>Six Months Ending Dec. 31</i>	<i>GAIN</i>	<i>TOTAL SINGLE Copy Sales</i>	<i>Six Months Ending June 30</i>	<i>Six Months Ending Dec. 31</i>	<i>GAIN</i>
Woman's Home Companion	3,992,005	4,167,550	175,545	Woman's Home Companion	1,279,369	1,381,182	101,813
McCall's	4,011,643	4,150,347	138,704	McCall's	1,452,602	1,520,214	67,612
Good Housekeeping	3,081,960	3,205,509	123,549	Good Housekeeping	995,964	1,044,777	48,813
Ladies' Home Journal	4,458,219	4,492,296	34,077	Ladies' Home Journal	1,874,455	1,855,893	18,562 (Loss)



Reflecting this steady growth, the *Companion* recently announced a 250,000 rise in its circulation guarantee to 4,100,000, effective next August. The generous circulation bonus *Companion* advertisers have received is amply maintained.

To make such a record, a woman's service magazine must be editorially vital, helpful, timely.

**No wonder advertisers spent more money in the *Companion* during 1951 than ever before!**

*March issue on sale now*

## WOMAN'S HOME COMPANION

Crowell-Collier Publishing Company—Publishers of Collier's, The American Magazine, Woman's Home Companion



**WILLA MONROE**  
One of  
WDIA's  
many famous  
personalities



## Colgate Dental Cream Tests—Renews WDIA in Memphis

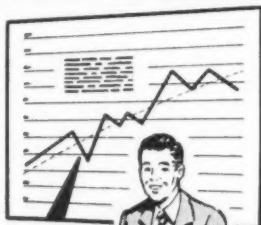
Yes, after an initial 13-week test, Colgate Dental Cream has renewed WDIA for 12 months . . . showing further proof of WDIA's complete dominance in selling the huge Negro segment of the Memphis Trade Area (439,266 Negroes in WDIA BMB counties). Increased sales will prove the same for your product just as for Taystee Bread, Stag Beer, Ford, Bayer Aspirin, Tide, Nucoa, etc. Get the full story on WDIA TODAY!

HOOPER RADIO AUDIENCE INDEX									
City: Memphis, Tenn.		Months: Nov-Dec. '51							
Time	Sets	WDIA	B	C	D	E	F	G	
MF 8AM-6PM	14.4	24.8	24.5	21.8	13.8	7.3	6.6	4.2	

**MEMPHIS WDIA TENN.**  
John E. Pearson Co., Representative

## THE MODERN BLACKBOARD

For  
Teachers, Lecturers,  
Demonstrators,  
Training Instructors



THE SPEAKER always  
FACES THE AUDIENCE



Portable  
Lightweight (only 7 lbs.)  
Easy to use

### Screen Scriber!

A unique, self-operated projector that throws the projected images over the speaker's shoulder permitting him to face his audience at all times...uses 3 1/4" x 4" film slides or coated acetate for dramatic visual presentations.

For use in Industry, Advertising Agencies, Sales Groups, Schools, and Training Centers.

The price of Screen Scriber is \$61.00. For more complete details, write our National Distributor, Burke & James, Inc. (Dept. 42), 321 South Wabash Ave., Chicago 4, Illinois.

**BARDWELL & McALISTER, Inc.**  
BURBANK, CALIFORNIA

however, not so much as is supposed.

When the grape crop is large, wine makers assume that supply exceeds demand. They watch each other nervously, cut retail prices—and the opposite when the crop is small. Three general kinds of grapes further complicate things: Wine grapes are used only for wine. Table grapes which are not sold fresh can be made into cheaper wines. Raisin grapes are three-way, can be eaten fresh, made into raisins, and made into cheaper wines.

The law governing the industry is per capita consumption, maintains Joe Piuma. National consumption is less than one gallon yearly. If this could be raised to California's two gallons, the gain would be enormous. If the California industry sold as Piuma does, there would not be enough wine in the best crop years. In its area, with five to six million people, Piuma's volume is now almost one and one-half million gallons yearly.

Repeal brought the wine makers new equipment. Instead of bottles filled singly from the barrel, there are machines that fill a dozen at once, and gravity conveyors, glass piping, stainless steel. The Piuma boys grew up in the traditional wine industry, knew the hard lifting and were quick to install everything that took the drudgery out of production and distribution.

Then head man "Mister Joe," as they call him, got to wondering if marketing, too, could be changed. In California, bulk wine was still on tap, the grocer filling the customer's jug from a barrel. That was dirty, wasteful, led to spoilage and substitution. The Piumas joined the industry in having it banned by state law.

Wine is a perishable, "Mister Joe" reasoned. It has for ages supplied minerals in diet, so it is a food. Could it be retailed like other perishable foods—bread, milk, cookies? Daily deliveries, freshness, flavor, are the consumer appeal.

He sketched out a plan for mass selling and deliveries, to keep up stocks and appearance, and adopted minimum retail prices based on volume sales. He believed that such merchandising would encourage consumers to purchase more Piuma wines.

Then he brought in a sales manager from the perishable food trade: Joseph Fawcett, experienced in bakery products. And today, you might say, these two Joes are selling wine like cookies—and no nonsense.

Piuma sales territory is cut like a pie, with 33 wedges running out from the winery. Each wedge has

about 300 retail outlets. Since they are all licensed premises, the potential trade is known. Salesmen make an average of 30 to 35 calls daily. Their detailed orders are turned in for delivery by trucks that carry 250 to 300 cases.

A Piuma salesman goes into a grocery store as a cookie salesman does, walks past the busy proprietor to the shelves where wine is self-served. He carries a duster, cleans up Piuma stock, replaces bottles with soiled labels. He watches for sediment: Consumers are suspicious of sediment, although it's harmless. Freshness and cleanliness sell wine, too.

Preferred position is in heavy store traffic, at waist height and down, something to work for. But silent salesmen are used for eye appeal—price collars, shelf strips.

Joe Fawcett maintains that the best sales approach is an attitude. The salesman is there to help the dealer make money; the order is secondary. At all times the seller must think kindly and respectfully of his customer, regardless of provocations—which are plentiful in this business. He must suggest merchandising ideas, and point out money-making opportunities.

### Salesmen Seek Display Spots

As he services the shelf stock, he observes the store. A new refrigerator or self-service unit perhaps has been installed since his last visit. He comments on it. In a good aisle position there may be a point-of-purchase setup for non-competitive food. Perhaps it has been depleted and can be replaced with a Piuma point-of-purchase fixture. He asks for that spot, maybe reminding the dealer that holidays are approaching, good for wine sales. But maybe not: Wine is a good money maker, and Piuma believes that steady all-year sales should be striven for, rather than only holiday trade. Maybe holiday trade is part of the nonsense in wine merchandising.

It has been found that the additional point-of-purchase fixture will sell wine, especially stocks of cases that have been cut to completely expose the product. Prominent posting of the price is helpful—but the regular price. These sales do not affect shelf sales. Wine is definitely an impulse item. It is rarely written down on the housewife's shopping list, but purchased if seen.

Joe Fawcett urges his men to become known to the dealer first, all if not by name, then as the "Piuma man"—cookie sales psychology, for

Gruff, super market manager, is in heavy traffic all day long—customers, employees, tax and other officials, salesmen. If he knows the Piuma man on sight and knows that he comes in to help him make money on wine, he lets him take care of order and inventory. He always sees and initials the order, but not once in 50 times does he make it out.

Piuma order forms are also inventories for 68 different wine items. They feed figures into a master file which shows sales trends almost to a case over a six-month period. Unusual changes disclose opportunities for special attention.

In the old days when the winery was out in the country, Founder Piuma advertised by circulars, with recipes for macaroni sauce, salad dressings and so on. He imported olive oil and Italian specialties. The boys followed with newspaper advertising and placards, and after repeal, were prompt in adopting radio, the new medium that had come up since prohibition. Today they have a television show, "Hollywood Reel," KTLA. Advertising is handled by the Los Angeles office of Calkins & Holden, Carlock, McClinton & Smith, Inc.

Except for 50 painted bulletins, all Piuma advertising is cancelable, for flexibility. For when the grape crop is light or heavy and wine prices rise or fall, it is the advertising that changes, not necessarily the retail price.

"Mister Joe" figured that out in his plan, and it works this way:

If general prices go up above his fixed consumer price, Piuma gets some price-conscious trade, and when prices fall below that figure, it loses some. But the price-conscious consumers are in the minority. The fixed price is a stabilizer. Curiously, when general retail prices are lower than Piuma's prices, the company gains some trade from consumers who select it as the quality brand.

But when competitive prices are lower, Piuma increases consumer advertising, stressing quality. For increased advertising there are two kinds of increased revenue: the few cents in the higher retail price and the lower cost of wine itself.

California wines are made by wine companies that grow and purchase grapes, and by cooperative associations of growers who have their grapes made into wine. Wine companies purchase this cooperative wine for additional bottling. With Piuma it amounts to about two-thirds the volume. Also, distant wine companies purchase bulk wine for bottling under their own brands.

# GENERAL AUTO RENTAL CO.

## CUTS YOUR FLEET COSTS



**Here's Proof!**

**BRAND NEW FORDS,  
PLYMOUTHs, CHEVROLETS**

FLEETS OF 10 to 1,000 FOR IMMEDIATE DELIVERY

### INCLUDES GAS & OIL

**All Plans Include:**  
License Plates, Replacement  
in Case of Fire, Theft or Serious  
Damage. New Cars Every 12 Months!

**SERVING MANY OF THE  
NATION'S LARGEST FIRMS**

RCA, DuPont, Westinghouse Electric Supply  
Co., U. S. Hoffman Machinery Co., Kopper's  
Coke and many other national firms.

HIGHEST PRICES PAID FOR YOUR FLEET

**PLAN A—Fleets 100 or More**  
For Fleets  
With Low  
Annual  
Mileage

49.50

MONTH  
PER CAR

**PLAN B—10 or More Cars**

25,000 Miles  
or More Per Year

4 1/2¢

Low as . . . . . MILE

**PLAN C—10 OR MORE CARS**  
A Popular  
Plan Used  
by Many  
Firms . . .

59.50

MONTH  
PER CAR

## GENERAL AUTO RENTAL CO.

HAROLD B. ROBINSON • Coast-to-Coast  
Livingston 8-5000

**6610 N. BROAD ST., PHILA. 26, PA.**

**We publish a newspaper**  
**that sells a market**  
**of 1½ million people**  
**with 2 billion dollars**  
**to spend**

our newspaper is read in 3 out of 5  
 homes in Nebraska and Western Iowa

Omaha World-Herald

O'MARA & ORMSBEE, National Representatives

249,247 Daily—253,394 Sunday (Publisher's Statement Sept. 30, 1951)

# "Remodel Your Kitchen, Pay Only \$16.98 Monthly"

The "everything included" monthly pay plan is now spreading to the home modernization field. It speeds up the dealer's close, relieves buyer of considerable paperwork.

BY JAMES H. COLLINS

"One-stop" is a new idea in the home repairs field. It has two angles, one for the home owner who is going to put on a new roof or modernize the kitchen, and another for the contractor, lumber dealer and others who will supply the materials and do the work.

Traditionally, the home owner has shopped around for bids, and then perhaps for money to finance the proposed purchase. The light construc-

tion industry provides him with figures on so many thousand feet of lumber or so many bags of concrete. To a large extent building dealers turn the prospect into a shopper for bids, and often as not confuse him with building technicalities. Even if the prospect does not shop for a loan, he usually must await the verdict from the bank.

Under the one-stop set-up of Allied Building Credits, Inc., Los An-

geles, the prospect goes to a local lumber dealer, contractor or similar home repairs concern, explains what he wants to do, and gets a price. It is quoted in installments. "This will cost you \$19.50 for 36 months," he is told. When he signs papers the local dealer or contractor puts the loan application through the nearest of ABC's 35 branch offices. ABC even has simplified the papers—where FHA regulation requires five papers, an ABC green sheet sale is taken care of with only two.

For the home owner everything is simple. And that is the way he wants it nowadays. In these post-war times he has been schooled to carry through that job of weather stripping or a room in the attic with as few formalities as possible. One place for everything and an installment price.

Farm repairs, modernization and additions are a very large part of the potential business which can be signed up through installment selling. More than 60 typical jobs are listed by ABC as waiting to be done on farms as well as homes. Many home jobs, such as modern kitchens, are needed on the farm as well as remodeled barns and water and lighting systems.

While home owners nowadays like prompt action after they have decided to go ahead, there is often long consideration before they make the decision. The repair or modernization project may not be as pressing as some other things. It is discussed, and put off, for this reason or that, generally because it seems to involve figuring, shopping around, technicalities.

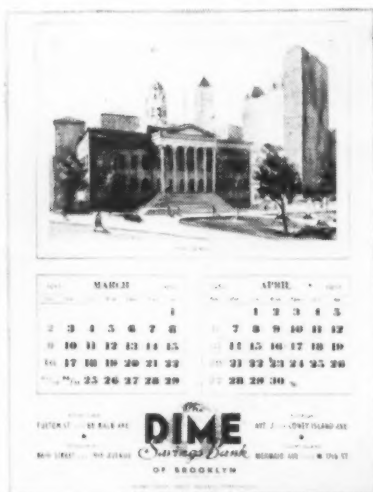
## It Speeds Turnover

These decisions can be stimulated by putting the deal on the same basis as the sales of cars, appliances and other consumer goods. That makes it dovetail with consumer buying habits, turns the vague future project into an immediate possibility.

Installment selling not only brings in increased volume, but makes it practical for the dealer to fill out his highly seasonal year, maintaining steady activity, turn his capital over.

While finance is its chief function now, ABC was born in a lumber yard, in 1935, the modest project of lumbermen who started it to meet a problem in their industry. Other structural materials were being aggressively promoted and merchandised. Lumber was getting less and less of the consumer's structural fol-

## You Can't Visit Every Customer Every Day *but*



... you can remind all customers of your product or service many times more than once a day—by signing your company name to a colorful, tastefully turned out calendar like this one. The calendar is a unique advertising form. It renders a real service. It is the only medium of advertising that "lives"—and sells—for 12 full months. To be sure your calendar is well received—as this one most certainly was—just have it...

Sales Engineered by

**CONSOLIDATED**  
*Lithographing Corporation*

MEMBER OF THE POINT OF PURCHASE ADVERTISING INSTITUTE  
Main Office and Plant: Glen Cove Rd., Carle Place, L. I.  
Sales Offices in Philadelphia, Chicago, Louisville and Tampa



DON'T MISS THE POPAI SYMPOSIUM  
APRIL 1st, 2nd & 3rd AT THE WALDORF



lar. The building and material dealer needs credit as well as up-to-date methods to meet his competition.

In its special field, the company has grown to national magnitude. It serves only light construction, never steps over into related lines such as appliances, makes no direct loans.

One of the first requirements for one-stop selling is the business standing of the dealer, who is mainly a lumber dealer, building or plumbing contractor, material dealer or some other retailer selling in the light construction business. His customers are to be quoted a simple installment price for what is regarded as a complicated job. They must have confidence that his price is reasonable, that his work will be good, and that he will be in business to stand behind it. For this reason, ABC screens dealers for stability, integrity and progressiveness. Repeat sales are considered a very important part of success, because they reflect community confidence in dealers.

#### Direct Mail Sells Packages

While ABC advertises only to a limited extent in home and architectural publications, it supplies dealers with direct mail material, such as envelope stuffers to send out with bills, and use in mailing lists.

These direct mail pieces spotlight home improvements most often made, with thumbnail illustrations and "as low as" monthly installments enabling the home owner to immediately have the work carried out. Typical: "Remodel kitchen \$16.98"; "modernize or add bathroom \$12.99"; "attic and sidewall insulation \$15.95"; "new roof \$10.28"; "new garage \$15.97." There is a separate farm folder spotlighting house repairs, improvements in barns and outbuildings for protection of machinery and facility in working, and for protection of feedstuffs, etc.

This is a field in which promotion is definitely a job for the local dealer, because coverage is necessarily limited, and ABC could not at present advertise economically to consumers. But once a dealer has adopted installment selling, then it pays him to push it in his community, make himself known as a contractor or material retailer who is equipped to do complete jobs in this field, taking care of everything, including the financing. The longer he advertises, the better known he becomes, and the more people turn to him.

The company's branch managers are available for sales training in-



## Be there... with Zippo!

Give a man a Zippo and know one thing *for sure* . . . that your gift will be carried and used day after day for years and years. And when that Zippo is engraved with your company trademark you know that wherever that man goes, your company name will be there, in sight and in mind. Yes, because of its prized dependability, Zippo is the gift that keeps good will glowing forever. See how little it costs to *be there with Zippo*—send the coupon below for more facts.

## ZIPPO

The One-Zip  
Windproof Lighter



Ideal for sales incentives, length of service awards, sales promotion premiums, business anniversary gifts.

**FREE mechanical service — for life!**

**GET YOUR COPY  
OF FREE BROCHURE!**

Zippo Manufacturing Company  
Bradford, Pa. Dept. SM-22

Please send FREE brochure showing Zippo models, quantity discount prices, and information on low-cost trade-mark engraving.

Company.....

Address.....

City.....Zone.....State....

Send attention of.....Title.....

# 3 catalog services

*to help you make your  
products easier to buy*

## 1 design

plan,  
organization,  
dummies

## 2 production

drawings, photos,  
engravings, type,  
printing and binding

## 3 distribution

individually by mail  
or  
pre-filed

**You can order these catalog design, production, or distribution services separately, or in any combination, as your needs require.**

Do you really *know* what these Sweet's services are doing to help hundreds of manufacturers make their products easier to buy?

Our Design Service for example, offers a great deal more than just good catalog format. Sweet's consultants and technical copywriters work with industrial marketing men to help them organize their product information so that each catalog

will be really useful to the specific buying group for which it is designed.

Our draftsmen and artists design formats and develop illustrative techniques that give the catalog great utility, yet preserve individuality.

Between them, the Sweet's team does a design job that can materially improve a manufacturer's order-getting efficiency in each of his markets.



## Sweet's Catalog Service

*Designers, Producers and Distributors of manufacturers' market-specialized catalogs*

**DIVISION OF F. W. DODGE CORPORATION**

**119 WEST 40TH STREET, NEW YORK 18, NEW YORK**

Sweet's serves manufacturers whose products are bought in five separate markets.

Sweet's is in the business of helping industrial marketers put the right product information in the right forms so as to get it used the way they want it used by the different groups of buyers that comprise these five manufacturing and construction markets:

- 1 plant engineering**
- 2 product engineering**
- 3 general building**
- 4 industrial construction**
- 5 light construction**

Whether you're interested in all five markets, or only one—whether it's Designing, or Producing or Distributing your market-specialized catalogs—if extra expert hands might help lighten your load—call your nearest Sweet's representative.

New York 18—119 West 40th Street—LOnacre 3-0700

Boston 16—31 St. James Avenue—HAncock 6-0700

Buffalo 2—70 Niagara Street—CLevland 8200

Chicago 54—700 Merchandise Mart—WHitehall 4-4400

Cincinnati 2—American Building—GARfield 2800

Cleveland 15—1422 Euclid Avenue—CHerry 1-7256

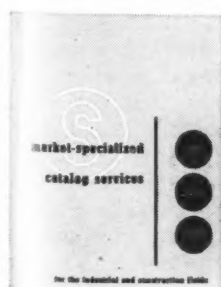
Detroit 26—548 Free Press Building—WOodward 1-2745

Los Angeles 17—1709 West 8th Street—DUmkirk 3-1177

Philadelphia 7—1321 Arch Street—LOcust 7-4326

Pittsburgh 19—411 Seventh Avenue—ATlantic 1-8220

St. Louis 1—721 Olive Street—CHestnut 7388



**FREE.** This booklet describes how Sweet's services help manufacturers improve the effectiveness of their catalogs.

**Sweet's can help you  
with any part  
of your catalog job**

**You may order these services separately, or in any combination.**

### **(design)**

Sweet's design department is staffed by experienced consultants, technical copywriters, draftsmen and artists. Your individual requirements, whatever they may be, receive individual treatment by men specially trained for this work.

**plan**—consultation and analysis of products and markets; determination of catalog's objective, scope, content and distribution.

**rough dummies**—outline of content and format.

**finished dummies**—complete content and format specifications, ready for production.

### **(production)**

Because of the great number of manufacturers' catalogs handled, Sweet's can offer the economies of quantity production with no sacrifice of quality.

Sweet's will take complete charge of the execution of orders for any or all of the following: drawings and photographs, engravings, type composition, electrotypes, printing and binding.

### **(distribution)**

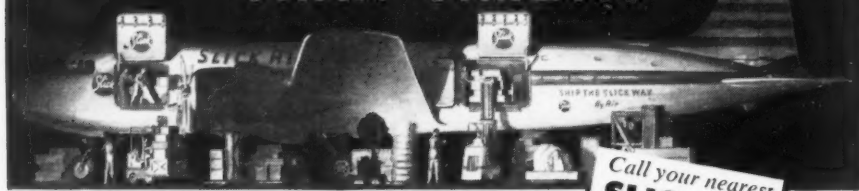
Sweet's services are available for either of two types of catalog distribution—individual or pre-filed—to selected organizations and individuals representing the bulk of buying power in the construction or manufacturing fields.

**1. individual distribution**—by purchase of accurate lists compiled by Sweet's or by using Sweet's mailing facilities.

**2. pre-filed distribution**—by having your catalog filed permanently in bound and indexed collections of manufacturers' catalogs. This method has the advantage of keeping your catalog instantly accessible at all times in prospective buyers' offices.



## AIRFREIGHT SAVES MORE THAN TIME...



### ask us to prove it!

Do you think of airfreight as a time-saver only? You'll change your mind when you learn of the dollar savings possible through...low Airfreight rates...minimum packaging costs...less money tied-up in "in-transit" goods...and lower inventory requirements at point of sale. Ask a Slick representative to figure your savings via Airfreight as compared to Air or Rail Express.

**Slick airways inc.**

A Scheduled Certificated Airfreight Carrier

Call your nearest  
**SLICK**  
Airfreight office

Akron  
Baltimore  
Boston  
Burbank  
Chicago  
Cincinnati  
Cleveland  
Columbus  
Dallas  
Dayton  
Detroit  
Ft. Wayne  
Ft. Worth  
Hartford  
Houston  
Indianapolis  
Kansas City  
Los Angeles  
Newark  
New York  
Oakland  
Philadelphia  
Pittsburgh  
Portland, Me.  
Providence  
San Antonio  
San Diego  
San Francisco  
South Bend  
St. Louis  
Toledo  
Washington, D.C.

BURBANK,  
CALIFORNIA

## Pulled Punches Usually Lack Impact *but*



... this Lord Calvert floor stand, while very dignified in appearance, really dominates at the point of sale. A nicely contained feeling of mass gives this unit terrific power. The atmosphere of an Early American antique, emphasized by use of a simulated wood grain finish, keeps the impact of this omnibus display within the bounds of good taste. If your point of sale program needs an application of "the iron hand in a velvet glove," better have your next display ...

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**CONSOLIDATED**  
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MEMBER OF THE POINT OF PURCHASE ADVERTISING INSTITUTE  
Main Office and Plant: Glen Cove Rd., Carle Place, L. I.  
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DON'T MISS THE POPAI SYMPOSIUM  
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stallment selling, where dealers want employees coached, and as speakers at trade meetings where the idea may be presented.

The dealer who utilizes ABC service in handling light construction jobs has all the facilities of FHA financing, plus the company's private "green sheet" plan, and is therefore in position to serve a very wide range of customers. The latter plan is streamlined in paper work, covers some classes of work not included in FHA regulations, and is especially useful in handling smaller jobs, under \$1,000. It of course conforms to all regulations concerning materials now in force in connection with defense.

The dealer operating under these plans has nothing to do after the papers have been made out and sent in to the company. His customer furnishes credit information—details of ownership, employment, income, and the like—and signs an installment note. Papers fully cover work to be done, the job starts as soon as the company has approved the credit application, and when the job is completed or materials delivered, the full amount due the dealer is paid over to him. Installment payments may extend over three years, and the company makes collections through a simple system of monthly coupons. Farm installments may be quarterly, or even semi-annual. The green form plan provides seasonal installments for home owners whose income is on a seasonal basis.

### If Quacks Can Do It ...

For years, the fly-by-night building salesman has been showing that there are plenty of these home repair jobs pending, and that they can be closed by aggressive selling—even the wrong kind.

The fly-by-night artist is a building trade pest of long standing. He comes into a town with a good story, and begins ringing doorbells. The outside Flimflam Building Co. is sending a crew to do a job in this town, and while here will take a few added jobs at bargain basement rates. If a contract is signed by the home owner, it eventually develops that the price was high, or the work scammed, or that there was some other swindle.

Just now, the itinerant building salesman has a story that hinges on his ability to get shortage materials.

If the fast-talking itinerant can do it, so can the legitimate builder or dealer, honestly and over the years. "One-stop" furnishes his selling plan.

EMENT

125



**MARRIAGE FOR PROFIT:** A class product woos and wins a mass market. Until Graham Dible came along, only the colonel's lady wore orchids. Now Judy O'Grady wears 'em too. Small wonder he's called the "Orchid King." Nobody will dispute the title.



**DIBLE DID IT . . .** induced thousands of retailers to offer orchids, corsages, leis, as premiums. When Sears, Roebuck opened their San Fernando Valley store, for example, there were orchids for all. Who but Dible would dare to pin an orchid on a cowgirl outfit?

## Millions of Women Wear Orchids: It's the Doing of Mr. Dible

The big idea: buy fresh orchids by the millions, ship them by air, induce retailers to offer them as premiums. In less than five years sales were pushing the two million dollar mark. Last year Graham Dible sold 40,000,000 blooms.

BY JAMES JOSEPH

As late as 1946 not 10% of America's women had ever worn an orchid. Today, six years later, the orchid has become as common as a potted geranium—and a lot cheaper. Thousands of retailers give orchid corsages at openings, special sales, employes' get-togethers. Orchid corsages are lavished upon "lookers" at new car shows. One coffee processor premium-distributed 180,000 orchid corsages in a single three-day, city-wide promotion and upped sales astoundingly.

The orchid, unlike more economically fragile flowers, actually thrived with the advent of the strapless evening gown, which cost florists a whop-

ping \$10,000,000 in annual corsage sales. After all, you can't pin a corsage on a bare shoulder, but lightweight orchids fit nicely into hairdos—look fine as leis.

By 1952, five-bloom orchid corsages and 30-bloom leis were fast becoming America's most sales-provoking premium giveaways. And American housewives loved them!

Thanks in large part to dynamic horticulturist, Graham Dible, who did not usurp his title of "Orchid King," but won it by acclaim, the orchid—particularly the Vanda orchid—lost none of its charms in its transition from costly aloofness to premium giveaway.

It all started in 1946. After some 40 visits to Hawaii, Graham Dible, already crowned with a national reputation as a flower-selling wonder-boy, came to the conclusion that since Hawaii's Vanda orchid grows like a vegetable, it ought to be marketed that way: not through the slow-moving channels of retail florists, but direct to the user. By "user" Mr. Dible means retailers and the promotion-wise.

Two factors backed Mr. Dible's conclusion: The airlines had established regular scheduled flights between Hawaii and the Mainland. The small, approximately two-inch diameter Vanda bloom can be grown in huge volumes in Hawaii's tropical climate. There was only one thing holding Mr. Dible back: While he, himself, considered the premium-market for orchids tremendous, no one had ever tried selling orchids to retailers as giveaway items. Everybody had scratched the orchid off as an expensive luxury—too expensive to tempt 90% of Americans.

First off, Mr. Dible needed a steady source of orchids. When he visited Hawaii in 1946 there were but 11 Vanda growers, producing



# EBONY

*now over*

# 500,000

*copies per issue!*

By far the most powerful  
advertising force in the  
rapidly expanding Negro market!

**Johnson Publishing Company, Inc.**

1820 S. MICHIGAN AVE., CHICAGO  
55 W. 42nd ST., NEW YORK  
427 W. 5th ST., LOS ANGELES



***She's lovely!***

***She's engaged!***

***(looking and listening to***

***WMCT from 7 am to midnight daily)***

She's a member of one of the many families who make up the 120,000\* TV homes in the Memphis market area.

She finds entertainment, information and education, looking and listening to the pioneer TV station in this two billion dollar market.

Did we say pioneer? We will go further—It's the first! The one! The only TV station in the Memphis area!

\*According to latest Memphis distributors' figures.

*and she's undivided, too!*

When you take her, you take all of her. For 120,000 homes in the Memphis area is an indivisible audience. Your TV advertising dollar delivers more in Memphis than it does in many multiple station markets.

National Representatives The Branham Company

**CHANNEL 4 • MEMPHIS**

**AFFILIATED WITH NBC**

Owned and operated by  
THE COMMERCIAL APPEAL

Also affiliated with CBS, ABC and DUMONT

WMCT

**Memphis ONLY**

**TV Station**

WMC WMCB WMCT

300,000 blooms a year. Mr. Dible went from grower to grower using higher production. Then he teamed with Senator William H. Hill of Hawaii, formed "Flowers of Hawaii." Senator Hill worried about production and Mr. Dible about sales on the Mainland.

But how to merchandise orchids?

Mr. Dible's first thought—since he owned the famous chain of Biltmore Flowers and Gift Shops on the West Coast, operated the Biltmore Plant (rental) Service in Los Angeles, and had a nursery that produced 15,000,000 potted plants annually—was to market through established florists.

So Mr. Dible hustled off to the Texas State Florists Association's 1947 convention—with a box of 10,000 Vandas tucked under his arm. There, he presented his case. He'd supply florists with Vandas—for as low as 5 cents a bloom. The assembled florists took one look, shuddered visibly at the prospect of losing the profitable \$5- to \$20-a-bloom orchid market, and replied, "not interested." The Vanda, they said, is too small, its stem too delicate to make up easily into corsages. Anyway, they said, there are plenty of flowers grown in Continental America without trekking off to the Islands.

"Up until then," Mr. Dible admits today, "I had considered the florist as the logical outlet. But the Texas reaction left me without even these usual markets. No one had ever mass-sold premium-flowers to retailers. But we had growers in Hawaii increasing production on our promise of big sales."

Mr. Dible studied the market. He reasoned that if big department stores accepted the idea ("They're



ANOTHER DIBLE IDEA: A promotion for kids only. "An orchid for Mom—\$5." Single blooms can now be sold for as low as 19 cents. Some florists were scandalized.



**Jac Adams**  
**and**  
**Bethlehem Steel**  
**Build A**  
**Bigger, Richer**  
**Baltimore**

Big, bustling Baltimore is a booming industrial center of many different industries. The world's second largest steel plant is here . . . the sprawling Sparrows Point plant of Bethlehem Steel. Sparrows Point now turns out more than 5,000,000 tons of this vital metal a year and they have just finished a \$30,000,000 expansion program. This great plant helps make Baltimore bigger . . . more prosperous.

Jac Adams, a Sparrows Point worker, is a newcomer to Baltimore. He helped make it bigger, too Jac is one of 25,000 Bethlehem employees, he's part of a \$90,000,000 payroll (that's triple the 1940 payroll of \$32,000,000 to 19,000 workers). And Bethlehem's huge operation is only a portion of bigger, richer Baltimore's new spending power!

Baltimore's excellently diversified, steadily active industry makes the Nation's 6th largest city bigger and richer than ever. Sell Baltimore . . . advertise to the largest evening and Sunday circulation of The Baltimore News-Post and American.



**Largest Evening and Sunday  
Circulation in Baltimore**

**Baltimore News-Post**  
**and American**

Represented Nationally by Hearst Advertising Service



Some Things are GOING UP



TAXES

OVER-HEAD

Some Things are FROZEN



Some Things actually COST LESS!

AIR FREIGHT  
TRANSPORTATION

AIR FREIGHT  
PACKAGING

#### HERE'S HOW FLYING TIGER LINE AIR FREIGHT SAVES YOU MONEY

1. Little or no crating.
2. Lowest record for loss and damage.
3. Lower insurance cost.
4. Highest insurance protection.
5. Reduced warehousing.
6. Lower inventories.
7. Overnight service on products and parts across the nation.
8. Faster turnover of capital.
9. No terminal tie-ups.
10. Door-to-door delivery.

#### Compare FLYING TIGER LINE AIR FREIGHT RATES WITH OTHER FORMS OF TRANSPORTATION

Sample 1000 lb. rates* between Los Angeles and ...	New York	Hartford	Boston	Philadelphia	Milwaukee	Chicago
FLYING TIGER Air Freight	\$190.00	\$195.00	\$200.00	\$186.00	\$144.00	\$144.00
Air Express	774.00	774.00	774.00	774.00	582.00	582.00
Rail Express	173.60	175.50	177.20	170.00	141.60	139.20

\*Lower rates above 1,000 lbs.; slightly higher under 1,000 lbs. Call us for even lower directional commodity rates.

Get your copy of the new booklet "Industry Ships Air Freight"... just call your nearest Flying Tiger representative or write to:

**FLYING TIGER**  
A Better Way of Shipping  
A Better Way of Buying  
A Better Way of Selling  
Anywhere, Any time, Anything

*The Flying Tiger Line Inc.*

General Offices: Lockheed Air Terminal, Burbank, California. Offices in principal cities throughout the world.

A SCHEDULED AIR LINE, U.S. AIR FREIGHT ROUTE #100...WORLD'S LARGEST OPERATOR OF FREIGHT AND CONTRACT AIRCRAFT



pioneers in this kind of thing anyway.") other U. S. retailers would follow.

In Los Angeles, Mr. Dible set up the country's first production line geared to turn out 5,000 corsages a day. Then he made a flying trip to the East, contacting department stores. He offered retailers 72-hour service, stacks of sales promotional literature and advertising mats with each giveaway event. He'd deliver orders of 250 corsages or more for as little as 10 cents for a three-bloom corsage, and he'd knock off 5% cash discount if checks accompanied the order. The 5% cash discount still holds for all Dible orders. He'd supply five-bloom corsages for 15 cents each, and 30-orchid leis for 50 cents to \$1, depending on the size of the order. That figured less than 3 cents a bloom.

#### Advertising Lifts Volume

Leaving his proposition to smolder with the AMC department store chain, he took half- and quarter-page, black-and-white advertisements in seven national consumer magazines such as *Life* and *The American Magazine*. He offered five-bloom orchid corsages for \$7.50. He gave his Vanda a trade name: "The Dainty Princess Aloha Orchid." The "dainty" he thought important, since that was the Vanda's prime appeal to women. He got the Ford Motor Co. to discuss orchid-corsage promotions in its annual Ford Plan Book—which suggests how dealers can introduce new car models, spark business. He hit the business magazines hard, taking advertisements from one-eighth to a full page in publications such as *Women's Wear Daily*, *Department Store Economist*, *Variety Store Merchandiser*. "Any magazine that concerned retailers selling wearables to women," Mr. Dible says. Then he flew back to Los Angeles—phase one of his campaign completed. But bulging mail bags had already preceded him. In 1946 he'd sold but \$2,787.50 worth of promotional corsages. By 1949 his sales were up to \$1,800,000. By last October he was shipping 6,000 leis a month—180,000 blooms. "Instead of selling Vandas one, two, three at a clip, we sent them out 30 at a time—and a new fashion in giveaways was born."

One oil company ordered 100 two-bloom corsages. Mr. Dible's biggest single month was last August, when 18,000 leis were shipped. In 1951, the "Orchid King" had earned his title: He handled 40,000

000 of the Island's 100,000,000 bloom crop. "Actually," says Mr. Dible, "we handled, percentage-wise, about 60% of the crop, because the Islands over-produced last year." He already has a "Plan X" under way, which will hit the country this spring, and which Mr. Dible says will "make the Vanda a household flower." This, he figures, should take up the Island's slight over-production.

In Mr. Dible's paneled, but otherwise bare, office hangs a single slogan: "When two men always agree—one is not necessary." Not a single flower—not even a Vanda—brightens the office. But on a floor below his office his 30-girl production line is turning out leis and corsages from orchids not yet 24 hours out of the Hawaiian fields. He keeps 100,000 blooms in a cold-box, ships them in by air in discarded beer cases: "The containers you can find easiest in the Islands." Tonight a shipment leaves Los Angeles by air express, in special containers devised by a professor friend. Tomorrow they'll become some retailer's giveaway premium.

### 95% of Sales by Mail

Since inception of the idea, Mr. Dible has spent approximately \$200,000 in advertising. 1952's advertising budget is a modest \$31,000: a third for direct mail, a third for business magazine advertisements, a third for promotional helps to retailers. A few years ago Mr. Dible sent one of his few "cold mailings" to every automobile agency in the nation, offering three-bloom corsages for 15 cents, F.O.B. Los Angeles, and throwing in five 30-bloom leis free with every 500 corsages ordered. A cut-off order blank which pictured a beautiful corsage accompanied the mailing. Each sales letter was directed to a specific make of car. A separate mailer went to Hudson dealers, another to Ford dealers, and so on. He threw in another idea: "Special Lei Deal—Extra 30-orchid leis for prospective buyers who take a demonstration drive, are available for just \$1 each." Response was staggering. Mr. Dible has but one full-time salesman, and he's in Chicago. Ninety-five percent of his business comes by mail.

Most mailings, however, are in response to queries stemming from business magazine advertisements. When an order comes in, setting a delivery date, Mr. Dible's staff rushes out a bulging promotional folder which contains prepared newspaper copy, window streamers, instructions on how to handle orchid corsages, a selection of four-color postal cards show-

ing a pretty girl wearing a Dible corsage and lei. Included are special "disappointment blanks" (quantities of 1,000 for \$5.) which read: "The demand for our lovely Princess Aloha orchid corsage was greater than the supply. We're sorry that you were disappointed today, but we'll have one here for you at this store next weekend—flown dewy-fresh from Hawaii." In addition, retailers can buy personalized ribbons for their corsages—with the company name printed on them—for 2 cents additional per corsage.

Dible corsages and leis have helped to promote such widely scattered products and industries as Mode O-Day dresses; Durkee's Fine Foods; the Southern Pacific Railroad; Ohio Oil Co. gasoline and Youngstown kitchens. Mr. Dible has even gone so far as to suggest to bakers that they "replace candles with fresh flower corsages on birthday cakes."

All this adds up to new sales techniques for fresh flowers. Mr. Dible was the first to mass-produce corsages on the assembly-line basis; the first to market flowers as giveaway premiums, direct to the user; the first to mass-transport, on a daily basis, flowers from Hawaii, thence to the ultimate consumer. He pioneered new sales outlets where none had existed before—and he has affected and increased all kinds of related businesses. For example, bakers now produce orchid cakes—made up almost entirely of tiers of corsages.

### All This and Box Tops Too

Corsages are now box-top premium redemptions. He has spark-plugged festive luaus in many a U. S. hotel and resort—featuring Hawaiian orchids, of course. When Los Angeles' Ambassador Hotel staged its first weekly "Night in Hawaii," 500 leis were given away and authentic Hawaiian foods and drinks were served. A shirt manufacturer recently marketed a Hawaiian-designed garment, promoted it with orchid corsages. Where before 1946, the Islands had a three-crop economy—tourist trade, sugar and pineapples—they now have a fourth, horticulture (meaning the Vanda orchid), in which 3,000 growers are engaged.

The 5-cent orchid has caused havoc among retail florists—and has not endeared Mr. Dible to his fellows. An orchid (not the Vanda, but the bigger variety) which cost \$10 five years ago is worth about \$7 at retail today. Strangely, Mr. Dible is now back selling orchid corsages at retail—direct to the Saturday-night dater.

## It's good

business practice to keep up to date and well ahead on what's happening in your own industry and allied fields. SALES MANAGEMENT subscribers can gear their sales organizations to the events in their industries to make them as productive as possible.

## to know

about all the conventions, trade shows, expositions and fairs—covering all industries, professions and businesses—keep a copy on hand of SALES MEETING's Directory of Conventions and Trade Shows. It has dozens of uses and costs just \$5 a year if you are a SALES MANAGEMENT subscriber.

## a good thing

about this complete directory is that it is easy to use and can be used so many ways. Here are a half dozen uses (you'll probably find more) for the directory:

1. Plan your exhibiting program to include the best of all the events in your industry.
2. Coordinate your sales program with major conventions and trade shows in your industry.
3. Schedule your salesmen to be in cities where important events are planned.
4. Route your salesmen to keep out of cities that are jammed with conventions not important to you.
5. Coordinate your sales meetings with major events in your industry.
6. Plan sales meetings at times when you don't have to compete for facilities with other conventions.

## but better

than list additional uses for this directory, suppose we enumerate the data found in this volume of advanced dates: 1. It tells you in what city an event is planned; 2. the name of the sponsoring group; 3. whether commercial exhibits, trade show or exposition is planned; 4. estimated attendance; 5. the name, title and address of executive in charge; 6. whether the group is national, regional or state.

## to have it

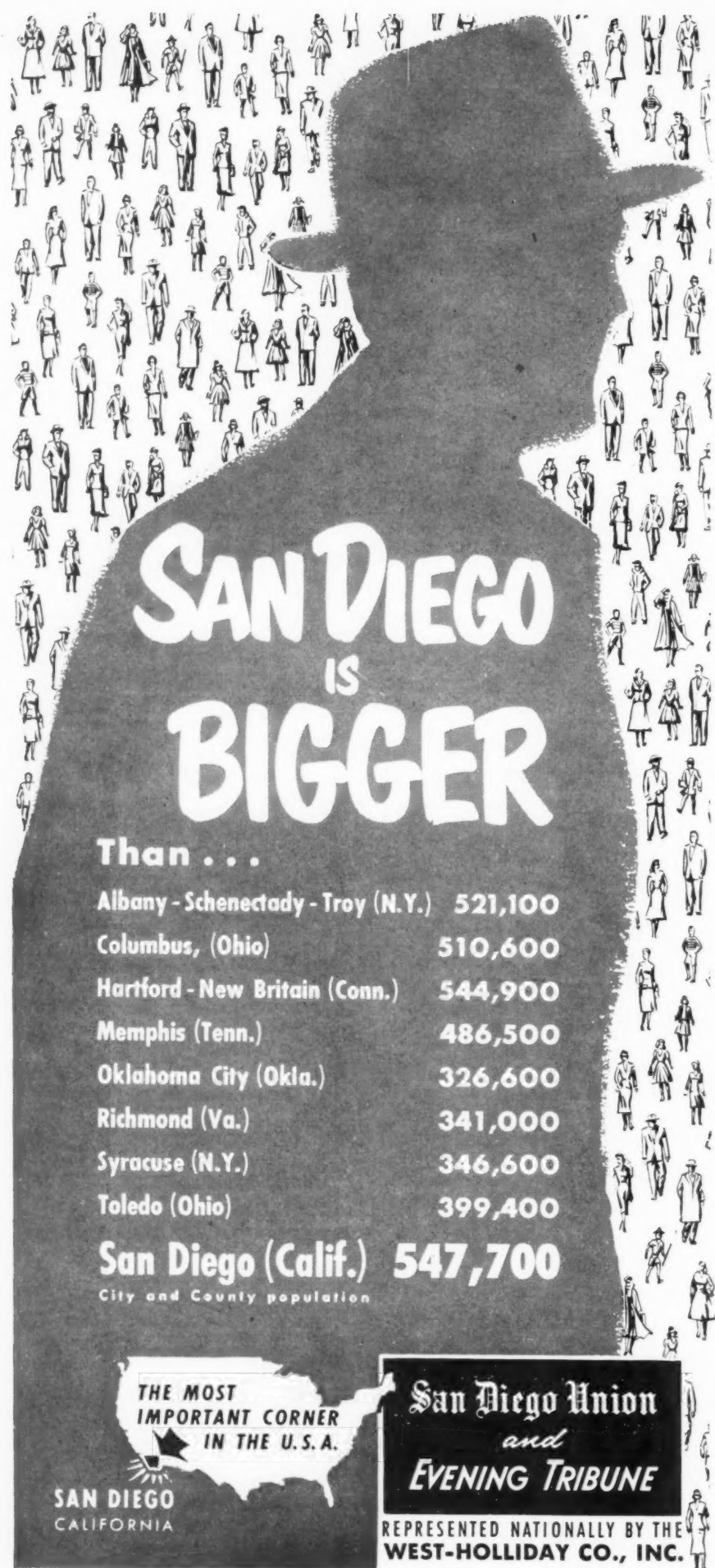
in your desk when you want the date and place of all conventions and trade shows, order your copy of the directory now. It is issued quarterly and there is no duplication of entries from one quarter to the next. Each issue brings you the most recent plans from the nation's association headquarters.

Subscription Manager  
SALES MEETINGS  
110 The Essex  
13th & Filbert Sts.  
Philadelphia 7, Pa.

Please enter my subscription immediately for the Directory of Conventions and Trade Shows, issued quarterly at \$5 a year for subscribers of SALES MANAGEMENT only.

.....  
(NAME)  
.....  
(TITLE)  
.....  
(COMPANY)  
.....  
(ADDRESS)  
.....  
(CITY) (ZONE) (STATE)  
☐ check enclosed ☐ Bill






# SAN DIEGO IS BIGGER

**Than . . .**

Albany - Schenectady - Troy (N.Y.)	521,100
Columbus, (Ohio)	510,600
Hartford - New Britain (Conn.)	544,900
Memphis (Tenn.)	486,500
Oklahoma City (Okla.)	326,600
Richmond (Va.)	341,000
Syracuse (N.Y.)	346,600
Toledo (Ohio)	399,400
<b>San Diego (Calif.)</b>	<b>547,700</b>

City and County population



**THE MOST  
IMPORTANT CORNER  
IN THE U.S.A.**

**SAN DIEGO  
CALIFORNIA**

**San Diego Union  
and  
EVENING TRIBUNE**

REPRESENTED NATIONALLY BY THE  
**WEST-HOLLIDAY CO., INC.**

Here's how it happened. At first, he featured the single bloom. Then the three-bloom corsage. But by 1954, he declared that the five-bloom corsage was here to stay—both as a premium giveaway and as a competitive corsage from a retail florist level. He now stocks variety chain stores such as Woolworth's which sells corsages for Mother's Day and Easter, 19 cents for a single bloom, up to 69 cents for the five-bloomer.

The "Orchid King" leaves nothing undone. Special instructions to promoters advise that orchids are shipped in refrigerated cartons via air freight or air express, and that shipping charges average about 1 cent a bloom; that upon arrival—if not intended for immediate use—corsages should be placed in an ordinary refrigerator, between 35 and 50 degrees F. Then he adds: "possibly in a friendly, neighboring grocer's icebox."

"Let your prospect bring out all his objections first. Listen to his reasons for not buying. Then, when he has used up all his ammunition, deliver your barrage of positive ideas. You don't have to use a 'canned sales talk,' feel him out."

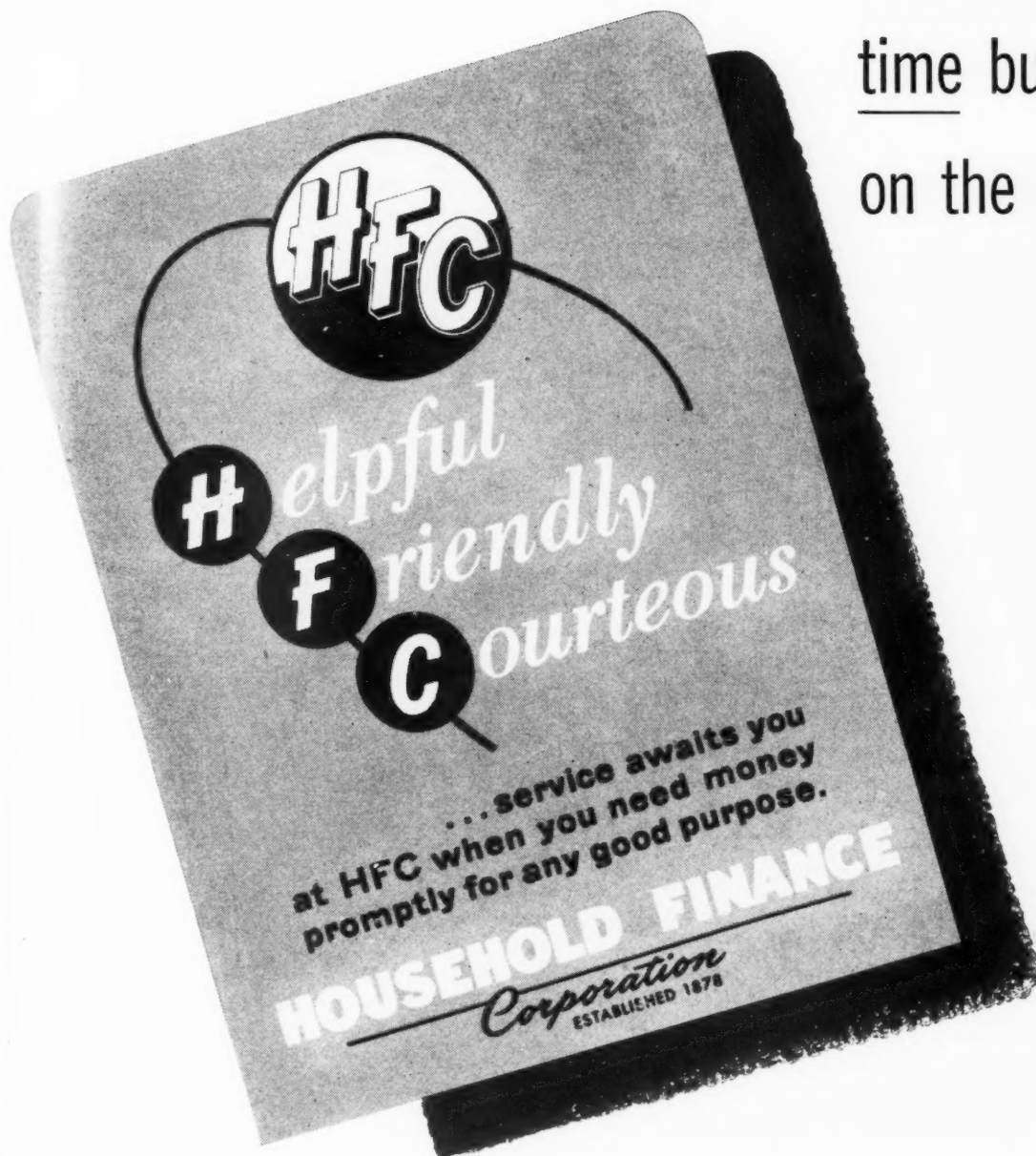
**By Jack Wardlaw**  
**Top Secrets of  
Successful Selling**

Yet back of the entire sales setup, was an experiment Mr. Dible made when he was in his early twenties. He had learned to fly, had bought the plane in which Lindbergh had experimented while his "Spirit of St. Louis" was being built. Mr. Dible named the sister ship "Spirit of Flowers," loaded it with blossoms sealed in airtight cartons developed by a sympathetic college professor, and took off for Boston and New York. Upon arrival he was amazed—and pleased—to find the flowers in good condition. This early experiment, which preceded any nation-wide promotion, proved that flowers could survive air transport, even in unheated planes.

Not every woman in America has yet worn an orchid . . . and that perturbs Graham Dible. He believes that his "Project X" should solve the problem.



Best  
time buy  
on the market



In 1926—26 years ago—Household Finance Corporation placed its first advertising with WCAU in Philadelphia.

It's been placing it with WCAU every year since—over a quarter-century of uninterrupted advertising. A letter from Household Finance Corporation says:

"This radio expenditure with WCAU during the

last 26 years has been a very important factor in Household Finance Corporation's growth."

The new Household Finance contract calls for a concentrated spot campaign of more than 1000 spot announcements. That's convincing evidence of Household Finance Corporation's faith in WCAU.

Here again, then, is proof—proof that it's profitable to advertise on WCAU.

**WCAU**

The Philadelphia Bulletin Station  
CBS Affiliate • 50,000 watts  
Represented by CBS Radio Spot Sales

## Seven Ways You Can Minimize This Year's Income Tax "Bite"

(continued from page 25)

qualified plan if paid your entire distribution when you quit or leave your job. The same treatment comes when the beneficiary of a deceased employee receives the balance in one year.

### 3. Deferring Compensation by Contract

All sorts of variations of compensation to be deferred are possible. All sorts of pay-out mechanisms are possible. Sometimes the amount paid out is less than that ordinarily due if there is no completion of the contract. In most instances, the amount deferred is paid to heirs if the executive does not survive. Five thousand dol-

lars of these payments would be tax-free to the heirs.

Generally, the contracts contain an absolute promise of the employer to pay. In other cases, there may be conditions in which payment can be defeated by your failure to perform some act or because of some omission by you. Or there may be conditions in which no deferred compensation is paid because of the inability of the corporation to earn a specific sum, or the inability to pay required dividends.

Sometimes both types of plans are funded—that is, covered by securities or perhaps insurance agreements.

Where do you stand after a contract deferral? Assume no funding—

it seems clear that a deferral of compensation postpones income to you. It also denies deduction to the employer until there is actual payment.

The best type of deferred-pay contracts are those with conditions to be met. The ability to defer compensation without present tax is more definite in the cases where your possible pay is forfeitable. Immediate tax to you probably is avoided—whether the deferrals are funded or unfunded—by the following agreements:

1. Agreement by you to give up all your compensation if you quit or are fired before your deferred pay is due.

2. Agreement by you not to compete or to work with a competitor during the retirement period—where you might carry away important business were you so minded.

3. Agreement for consulting or advisory services—where it is highly important to have you participate in policy questions or important decisions during the retirement period.

4. Agreement to waive the deferral if the corporation's earnings, or sales of the entire company or of given units, fall below specific floors in the pay-out period. Or this sometimes is based on the corporate dividend policy.

How much safety from Treasury attack is created by these provisions is a problem. Conditions within each business will govern. If the contingency is important, and not pure sham, it surely will aid.

Certainly there is no problem if your contract requires continued employment until retirement age is reached.

We see no trouble in these contracts unless there is a nonforfeitable economic gain. If that is true, deferred payments can be for a long period—or for five to 10 years. But it must be shown that: (1) the con-

## SIoux CITY RETAIL TRADE AREA USED AS TEST MARKET

The Sioux City Retail Trade Area\* was one of three test markets used in an introductory advertising campaign for a new soap detergent soon to be distributed in the entire West and Middle West.



E. B. Vaughn

Mr. E. B. Vaughn, president of Seavey & Flarsheim Company, Sioux City food broker for the new product, has this to say about the results of the campaign: "It was our problem to get as many retailers to carry the new product as possible, and thus get a true picture of the sales potential. We used a series of ten newspaper ads in the Sioux City Journal and Journal-Tribune. Result: we got 99% distribution in Sioux City and in seven counties in our retail trade area. The Sioux City Journal and Journal-Tribune newspapers were directly responsible for the wonderful success of this campaign."

\*Sioux City A.B.C. Retail Trade Area

(49 counties in Iowa, Nebraska, South Dakota, Minnesota).

Population—818,400 "Buy Minded" people.

## WANTED "Shirt-Sleeve" SALESMANAGER

Regional network station serving important Western market needs man familiar with all phases of commercial Radio selling. Should have outstanding record as creative salesman and unquestioned ability to handle men. His past record should prove he has earned \$10,000 or better and capable of earning considerably more. Man we want is now salesman, assistant SM, or even a stymied No. 1 Staff man on a top-flight "Independent." We won't overlook a capable man who has learned the hard way on a network station.

Our billing is No. 1 in a 4-Station market, with no TV trouble in sight for at least two years. We offer no fancy promises for the future, but a good solid man can earn a substantial place for himself in a company whose ownership is well organized and ably financed for Television.

We are not interested in the minimum salary you will accept, but we do want you to tell us frankly, what you think you can earn as Salesmanager of a good Radio Station in one of the fastest growing US Markets. (Retail Sales nudging the 300 Million mark).

Looking forward to a personal interview, we would like to learn of your business history, a personal background resume, and any references or pertinent information you care to give. All correspondence will be confidential. Please wire or write to Box 2848, Sales Management.

## Something for Nothing?

Not for nothing but for pennies, you can tap one of the richest markets for consumer goods at the nation's state and county fairs. The fairs and all other expositions, trade shows and conventions are covered by the directory which is explained on page 131. The directory is your basic source of fair dates.

(Advertisement)

SALES MANAGEMENT

# Bob Schaefer says, "Without Farm Sales ....I Could Not Stay in Business"



Mr. Schaefer is the owner of the Home Improvement Company which started in 1940 and now does a major portion of the total appliance business in the Cullman trading area. There are 27 competitive organizations.

After examining the list of Farm and Ranch-Southern Agriculturist subscribers in Cullman County, Mr. Schaefer said, . . .

"I've long been aware of the pulling power of Farm and Ranch-Southern Agriculturist, but I was surprised at the actual number of my good customers who are Farm and Ranch subscribers. These are fine people . . . top citizens in this community. I am proud to have them for customers and you should be proud to have them for subscribers."

Mr. Schaefer went on to say, "About 65% of my business is on the farm. This market is brand new. The thousands of newly electrified farms in this area have produced an equal number of new customers and a corresponding volume of virgin sales. No trade-ins . . . and therefore, higher profits."

"To make the most of a market like this takes advertising in magazines that are actually read by farm people. Your circulation list proves that beyond question. Farm and Ranch-Southern Agriculturist has the greatest circulation of any magazine in my trading area and the names I recognized are some of the best of our farm customers."

"Farm and Ranch-Southern Agriculturist is made for farm people. They read it . . . and they like it . . . this much I know. In my opinion Farm and Ranch-Southern Agriculturist is the biggest producer of farm sales. To me, this means *everything* . . . because, without farm sales, I couldn't stay in business."

Bob Schaefer is a highly successful appliance dealer, operating over a radius of 30 miles surrounding Cullman, Alabama, a town of 7,000 population. In the Cullman trading area there are 27,000 farms of which 23,000 are electrified. Mr. Schaefer was winner of the 1951 Domestic Engineering National Award. He led the state of Alabama for 1951 in Range sales for one of the major manufacturers.

**Special Notice to Advertising Managers and Media Directors.** What Mr. Schaefer has to say about the Southern Farm Market is fully substantiated by the agricultural statistics in the 1950 census. We are preparing a state-by-state digest of these figures as they are released. We will be happy to mail them to you as they come off the press.

Just sign the coupon and mail it to us.

## FARM AND RANCH

### SOUTHERN AGRICULTURIST

NASHVILLE, TENNESSEE

More Southern Farm Families read Farm and Ranch-Southern Agriculturist than any other publication . . . circulation guarantee—1,290,000.

MARCH 15, 1952

FARM AND RANCH-SOUTHERN AGRICULTURIST, DEPT. SM3, NASHVILLE, TENN.  
Please put me on your mailing list for state-by-state Digest of 1950 agricultural statistics.

NAME \_\_\_\_\_ FIRM \_\_\_\_\_ ADDRESS \_\_\_\_\_ CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_

TITLE \_\_\_\_\_



April 16, 1951

Mr. T. E. Callis, Advertising Director  
Wall Street Journal  
New York 4, New York

Dear Mr. Callis:

A short time ago we keyed our advertisements in an effort to determine the response of various media.

I was speaking to Don Williams, of the Inserting and Mailing Machine Company, on the phone and this is what he said, "In checking the coupons, The Wall Street Journal showed up better than anybody else. They so far out-stripped the other media that maybe you ought to tell them!"

The Inserting and Mailing Machine Company will continue to include The Wall Street Journal on its schedule just as long as you continue to perform.

With best wishes, I am,

*Philip I. Ross*

PHILIP I. ROSS CO  
Advertising  
38 EAST 57TH STREET • NEW YORK 22, N. Y.

TO PUBLISHER OF Wall Street Journal  
44 Broad Street  
CITY AND STATE New York City

DATE December 24, 1951

Att: George Krokora

ORDER NO. 706

PUBLISH ADVERTISING OF INSERTING & MAILING MACHINE CO.

FOR 679 SPACE lines 11 TIMES DATES OF INSERTION

Jan. 7, 21, Feb. 11, 25, Mar. 10, 24,  
Apr. 7, 21, May 12, June 2, July 6

## This salesman was kept on the payroll for only one reason!

When the Inserting and Mailing Machine Company "hired" The Wall Street Journal last April, to work for them, the new employee was explicitly told to produce — or else.

That's fair enough. What other reason is there for buying space?

Now, almost a year later, The Journal is still on the job. Nothing surprising about that. More and more advertisers who gauge

a publication's value by what it can do for them, have put The Wall Street Journal on their lists — and have kept it there. They have found that not only can they reach their best business prospects\* with The Journal, but that they get a dynamic pull from The Journal they have rarely experienced previously!

Isn't it worth investigating, for your advertising, too? Call or phone,

**\* Data on request; send for it today!**

## THE WALL STREET JOURNAL

NEW YORK  
44 Broad St.

CHICAGO  
12 E. Grand Ave.

DALLAS  
911 Young St.

SAN FRANCISCO  
415 Bush St.

tract is not funded; (2) you have no rights to the assets of the fund.

### 4. Making Stock Plans

Stock bonus and stock purchase plans have been used to give executives an increase in pay and an opportunity to acquire a stock interest in the employing company.

However, the stock *bonus* as a method of additional compensation to the executive has become increasingly more infrequent as tax rates have climbed. The stock bonus results in so large a tax that you may have to dip into your personal pocketbook. The alternative, selling the bonus stock, defeats its prime purpose.

Stock *purchase* plans offer greater inducements to the executive, particularly if the company offers to finance the purchase at a low interest rate. The spread between the dividend and interest rates gives you an area to accumulate funds to build up ownership in the stock. You hedge inflation with your stock ownership. Your hedge against a declining market is the company's agreement to repurchase at your cost. Finally, having the company undertake to redeem the stock upon retirement or death assures you of benefits to yourself and your family upon severance.

### Stock Plan

This is how it works: You arrange to buy an executive stock that has very little present value, but a large potential value. You will have no tax to pay when the potential is realized, if you actually bought this stock at its fair market value at that time. You will owe a capital gains tax on the sale of the stock when it reaches higher value—if you sell.

Or, a high leverage equity stock—affording a capital gain—is frequently present with the organization of a new company. A and B start an enterprise. A puts up all the money and takes for it a stock, limited in dividends, but giving A full compensation for his investment. The two then divide the equity stock. That may increase in value with earnings. B, putting up no money, may later dispose of this stock at the capital gain rates. If he performs services for the company, the sale of the stock (or its retention to his death) may really be a method of giving him a compensation at bargain tax rates.

There is no freeze problem in a bona fide loan to an employee to purchase stock, even if he has to pay the loan through a sale of the stock. But in all such methods there is no tax deduction for the increase in value of

## MR. TAXES

One man who knows enough about taxes not to have to worry about them . . . he's senior partner in the New York City tax consultant firm which bears his name, J. K. Lasser & Co. "Tax professor" at New York University, lecturer, editor, Mr. Lasser has authored 16 tax and accounting volumes. One book, "Your Income Tax," has sold 11 million copies in 16 years. He knows whereof he speaks when it comes to Uncle Sam's share.



the stock. There is a deduction only for: payment for services in stock (The deduction is the fair market value of the stock.); or a sale of stock at a bargain price and the bargain is compensation for services. (The deduction is the difference between fair market value and price paid.)

And you might avoid the freeze if a stockholder of a company, rather than the company itself, sold you the stock. You owe no tax on your purchase from a stockholder grateful for what you have done for the company. But in this kind of deal, be sure it is not tied up with compensation arrangements with the company or with a stockholder acting for his company.

### 5. Using Option Devices

Stock options are the favorite gimmick just now. The basic idea behind them is simple: A company gives an employee an option to buy a certain amount of its stock at present prices. At some future date, he can exercise the option; he cashes in when the market is right.

Stock options now can be given to executives and exercised by them without any tax until the stock is resold—and then the tax is at capital gain rates. Here are the rules of the game:

1. Options must be granted for reasons connected with your employment. A corporation can discriminate among employees giving options only to the highly paid. It makes no difference whether or not the option is

given as additional compensation. But it must be given for reasons connected with a job. So an option given a director of the corporation (who is not also an employee) is probably not in connection with a job. Neither is an option given to an independent contractor—for example, an option given to a lawyer by his corporation client.

2. When the option is granted, the option price must be at least 95% of the fair market price of the stock. If the option price is between 85% and 95% of market price, the difference between the option price and the lower market value at time of option or of sale can be taxed as ordinary income, but not until the stock is sold. If the option price is less than 85% of market value, the option doesn't qualify for the special rules.

### 6. Assuming Payment of Business Expenses

A great deal of personal spending is sometimes concerned with a business promotion. You very often get overextended personal budgets, in an effort to do a better job with business problems. A business often demands a type of personal living that may send personal costs into high figures.

Too little is paid directly for this by the large employer. Normal routines call for him to pay directly only parts of what seem to be business entertainment, club dues, club expense, and comparable costs.

Much more might be paid directly by industry when your pay is intended

## Something New For Your Salesmen

### "Shop Talk About Selling"



It's a fast-reading, thought-provoking little manual in which Sales Management has reprinted thirteen of the most popular "Shop Talk" columns dealing with the techniques of professional salesmanship.

In order, the short chapters cover:

1. Approach to Selling
2. The Salesman's Vocabulary
3. Interview Manners and Mannerisms
4. Identity for You and Your Company
5. Competition Is a Hot Potato
6. Safeguarding the Buyer's Interest
7. Shipshape Sales Tools
8. Service Salesmanship
9. Alertness in Selling
10. Follow-through on the Sale
11. How to Be a Star
12. How to Improve Your Techniques
13. How to Win a Promotion

Price: \$1 a copy

80c ea. 13 to 100 — 60c ea. 100 or more

## Sales Management

386 Fourth Ave.  
New York 16, N. Y.

Solve your inventory problems—  
ship via **TWA "Sky Merchants"**  
fast 4-engine, all-cargo service  
coast to coast every night!

Save time . . . ship almost anything almost anywhere.  
Major markets only hours away. Phone TWA now for  
low rates, schedules, quick pick-up. Across the U. S.  
and overseas . . . you can depend on TWA.

All TWA flights carry  
Air Mail, Air Express  
and Air Freight.

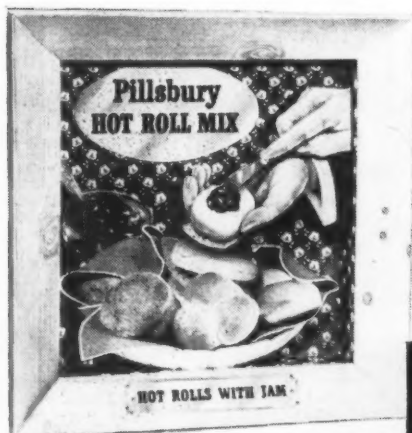
\*Except Saturday and Sunday

**TWA**  
TRANS WORLD AIRLINES  
U.S.A. • EUROPE • AFRICA • ASIA



## Sure The Jam Gets A "Free Ride" *but*

. . . the taste sensation it conjures up sells a lot of Hot Roll Mix  
for Pillsbury. Here you see related selling translated into  
down-to-earth terms that mean  
extra sales for everybody.



Liberal use of color and  
dimension (the hands, rolls and  
jam project into the forward  
plane) makes this shadow box  
presentation particularly  
compelling. End products  
properly glorified can sell a lot  
of ingredients — when  
presented in displays . . .



DON'T MISS THE POPAI SYMPOSIUM  
APRIL 1st, 2nd & 3rd AT THE WALDORF

Sales Engineered by

**CONSOLIDATED**  
Lithographing Corporation

MEMBER OF THE POINT OF PURCHASE ADVERTISING INSTITUTE  
Main Office and Plant: Glen Cove Rd., Carle Place, L. I.  
Sales Offices in Philadelphia, Chicago, Louisville and Tampa

to permit essential expenses. Certainly that is justified if the money is spent in a way required by the employer. And if you can do it, you can often increase take-home pay.

That is because direct payment of costs required by the business may eliminate the bickering—and compromises—after government study of executives' tax proof of their business costs.

### Personal Expenses

Of course, this doesn't mean issuing company checks for purely personal expenses. (Example: The Tax Court has just knocked out company payments for the wedding party of its treasurer's daughter.) But businesses could be induced to follow these practices:

1. Where possible, all entertaining and traveling expenses should be directly paid for by the company. This usually can be arranged easily enough through credit cards, with the bill and supporting chits going to the company. Where you must lay out cash, you ought to put in an explanation of the purpose and an accounting for the amount of an advance or a reimbursement.

2. Where you use your own auto for both business and personal purposes, your depreciation and operating expense should be allocated on a mileage basis. Then you charge for business costs. You can give a detailed statement to cover your payment for business use of the car.

3. Where real business use is made of a club, bills should be turned in to the company. Certainly you should try to have personal and business entertaining segregated on all bills. If that's not feasible, perhaps you can work out a percentage allocation based on experience over a reasonable period of time.

4. On business entertaining at home, you should request current reimbursement, identifying in detail the transaction and the expenses.

Sometimes a business won't—or can't take over the burden of paying the costs directly.

Tax examiners sometimes assert that business expenses claimed by the employee are not really his expenses, but are those of the company. Then, the employee is not allowed to deduct them on his return.

Here is a recent example: A salesman for Time, Inc., was denied the right to deduct expenses incurred by him personally. The Tax Court upset the Government. Here's what a memo from Time management stated that its people were paid high salaries



8

# Booth Michigan Newspapers cover a bigger grocery store market than you'll find in any one of 36 entire states!

*(1951 Sales Management Survey of Buying Power)*

1754 Booth Michigan grocers will welcome your new advertising schedules in their *preferred local advertising media!*

**TOTAL CIRCULATION 410,746**

ABC

FOR NEW MARKET FOLDER CALL NEAREST BOOTH OFFICE—A. H. Kuch, 110 E. 42nd Street, New York 17, New York, Murray Hill 6-7232 • The John E. Lutz Co., 435 N. Michigan Ave., Chicago 11, Ill., Superior 7-4680

## BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS  
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

because their jobs make demands on their time, which cannot be accounted for "minute by minute and penny by penny." So Time did not expect "an expense account for every telephone call, every taxi ride, every luncheon and every drink bought by a salesman in the course of his business and social existence." A policy statement like this, or a firm contract ordering the cost as a duty, sustains the right to deduct what might otherwise be costly personal expenses. The contract, clearly providing that one is paid on his agreement to spend part

of his pay for entertainment, simplifies proof of the business need for the disbursement when it is questioned by the Treasury.

Sometimes you can go a step further: have designated a part of your salary as being for expenses. Then you may deduct travel and reimbursed expenses from your gross income.

You get a double advantage. You can make use of the optional standard deduction and get a deduction of your actual costs. You are able to do this as long as it is clearly understood that your compensation arrangement

reimburses you for your expenses. Example: A corporation pays an executive \$15,000 a year. It is understood that \$1,500 of it is to reimburse for business expenses—say, entertaining customers. Actual expenses for these items are \$1,200. The executive can deduct this amount from his gross income. He can also take the standard deduction of \$1,000.

Most important in personal spending of executives is their need for detailed records.

Even where the right to an expense deduction is established, the tax examiners and the courts properly disallow them because there is no proof. You need:

1. Details of appointments on calendars or diaries—names, places, purposes of meetings, amount and nature of expenses—all to be filed with copies of personal tax returns.

2. All possible receipts, stubs, bills, and notes to support the cash paid.

Too many are too careless about this kind of thing. Sometimes you'll get excellent results by educating a good secretary on record-keeping.

#### 7. Paying Some Personal Expenses

The current dual block to increasing compensation—high tax rates and salary stabilization—magnifies the advantages of "fringe" benefits for executives. Absorption of normal personal budgetary costs of the executive increases his ultimate take-home pay. Insurance, family security, medical services, courtesy discounts, and like privileges in the employment arrangement can be furnished by the employer. You pay no tax on the value of these services when they are of relatively small value and are for the good will, health, and efficiency of employees. You can deduct:

Group term life insurance where the employer pays the premium. You designate the beneficiary.

Employer's binding agreement to pay up to \$5,000 to a named beneficiary upon your death.

Group medical care and hospitalization where the employer is allowed a deduction for his premium payments under the law.

Medical examinations or treatments furnished or paid for by the employer, whether work-connected or not—including dental care, eye care, periodic medical check, x-ray and laboratory services.

Accident and health insurance premiums where the employer pays the premiums.

Company automobile for your personal use if the use is negligible—less than 10%.

Scholarships for employees' children issued on a competitive basis.



**Move  
Store  
Fixtures  
this convenient  
way . . .**

Store fixtures or office equipment can be moved safely and quickly without crating this convenient way—by calling in your North American Van Lines Agent. He has professional movers and modern padded vans for local or long-distance moves. Always dependable . . . economical . . . convenient. Also, call him to move household goods of transferred personnel. Get advance "Survey Service" estimate . . . no obligation.

**Call Your Local North American Agent!**

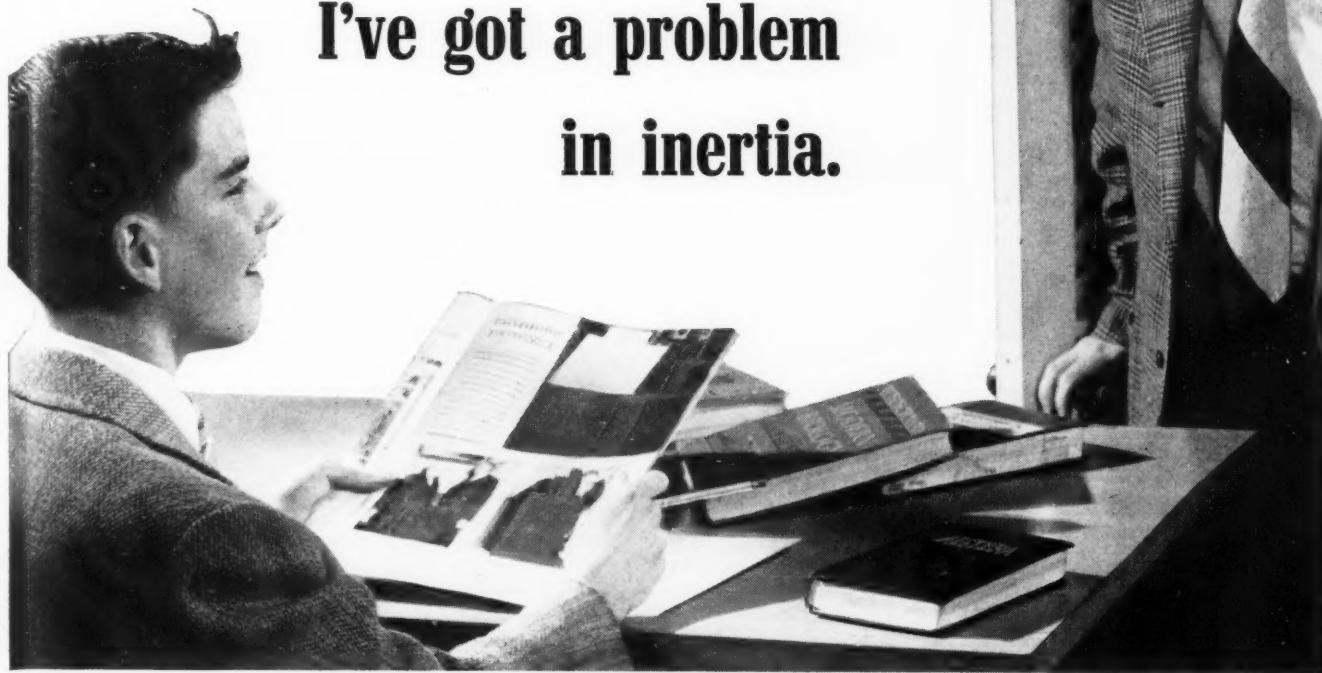
Consult your classified phone book



Dept. SM-3, Ft. Wayne, Indiana

**AMERICA'S LEADING LONG-DISTANCE MOVING ORGANIZATION**

Dad, let's get one of these  
*electronic computers.*  
I've got a problem  
in inertia.



THAT's the kind of acceptance a manufacturer dreams about. But there's a hitch in this electronic dreamboat. The gadget costs around \$8,000! Although Dad may be a doting parent, he isn't likely to gratify Junior's whim. Yet he and Junior and millions like them are exposed to advertisements which offer costly, special-

ized equipment without home utility.

The Business Press is the place for such advertisements. That's where you reach—at moderate cost—pre-determined prospects. There are business magazines for every advertiser, edited for special-interest audiences . . . readers who are ready to be told—and sold. Ask your agency for recommendations about the right business magazines to reach your logical markets. Or write us for suggestions.



**NATIONAL BUSINESS PUBLICATIONS, INC.**  
1001 FIFTEENTH ST., N. W. • WASHINGTON 5, D. C. • STerling 7535

The national association of publishers of 130 trade, technical, scientific and professional magazines, having a combined circulation of 2,969,571 . . . audited by **ABC** and **ECA** . . . serving and promoting the Business Press of America . . . bringing thou-

sands of pages of specialized know-how and 139,725 pages of advertising to men who make decisions in the trades, sciences, industries and professions . . . pinpointing your audience in the market of your choice. Write for complete list of NBP publications.



## Gould, Gleiss & Benn Offers You A New Concept in Market Research

Gould, Gleiss & Benn, Inc. announces the completion of a five-year program to build an organization that can effectively carry out a new concept in market research.

To offer the services of a large, well-integrated, independent research agency—complete with specialists in every phase of research—for firms both large and small, on an individualized basis and at reasonable cost.

We now have the organization, the skilled personnel and the experience to do just that for your firm . . . on a national, sectional or local scale.

Our personnel, specially trained in every phase of market research, can help you determine your exact problem, decide what kind of research you need, execute the survey to gather the FACTS and analyze the results to give you a clear picture of the situation.

For the information you need to ACT ON FACT, call Gould, Gleiss & Benn, Inc.

Write for your FREE copies of our brochures: "The Store Audit," and "The Test Market."

See the feature article "Dealers Reveal Display Preferences In Tape-Recorded Depth Interviews" in this issue.

## GOULD, GLEISS & BENN, INC.

CHICAGO 10  
ATLANTA 5  
HOUSTON 2  
FORT WAYNE 3

17 West Ontario, Superior 7-9168  
1734 Candler Building, Main 4673  
1213 Capitol Avenue, Preston 8337  
1137 Rivermet Avenue, Eastbrook 1309

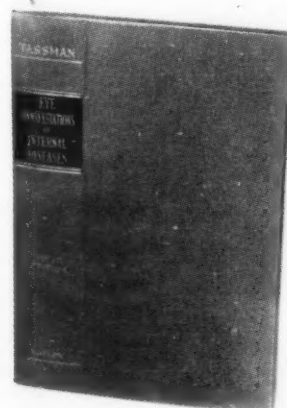
Marketing Consultants • Market Research • Sales Analysis • Sales Planning

## Will Doctors Listen to Medical Book Salesmen?

Yes—in Mosby's case. These salesmen bring in an idea, and a short-cut

Sales representatives of The C. V. Mosby Co., St. Louis, publishers of medical literature and doctors' textbooks, have squared up to a problem which rankles many sales teams: How to carry out a successful sales demonstration in the presence of professional, technically trained specialists who have acquired more product information than the salesmen.

Mosby people have met these special needs with short-cut sales tools. These are bound prospectuses—actual book covers containing selected sam-

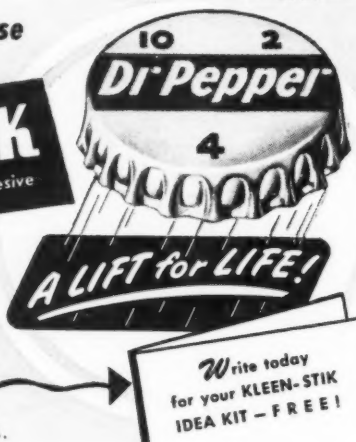


... For **PREFERRED** Point-of-Purchase  
**DIE-CUT DISPLAYS**



- Just peel and press . . . KLEEN-STIK stays!
  - Gets up and stays up . . . "up front"
  - Makes every space an advertising place
- Available through any printer or lithographer

**KLEEN-STIK PRODUCTS, Inc.**  
225 N. MICHIGAN AVE., CHICAGO 1, ILL.



Write today  
for your KLEEN-STIK  
IDEA KIT - FREE!

### YOU HAVE A DATE . . .

. . . on April 1—no foolin'—with **Sales Meetings**, the new quarterly Part II of **Sales Management**. Whether it is a planning job for a company sales meeting or trade show exhibit, **Sales Meetings** offers articles written by recognized authorities and a specially trained staff—to help you.

ple pages, such as table of contents, forward, sample chapters which reveal the depth of the author and his style of writing. The prospectuses (above) are only one-tenth the thickness of actual books.

As a supplement to each prospectus, salesmen carry mimeographed "sales highlights"—two or three pages which reveal basic information about the book and author, sample reviews, special appeals the book may have for certain doctors, suggested opening remarks, and prospective customers.

Not only does the prospectus idea cut presentation time down to a minimum, it provides a chance for the salesman to get the doctor into the sales demonstration act by letting him get the "feel" of the material. It's up to the salesman to convince the doctor that the book will be a valuable addition to his medical library. That job can't be done effectively through conversation alone, because a

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salesman's training does not equip him to discuss the "Atlas of Roentgenographic Positions" on the doctor's level; nor is it practical for a salesman to carry with him 75 to 100 thick medical books.

The problem of time is virtually solved with the prospectus method of presentation, says George Herpel, Mosby sales manager.

Only during certain hours of the day does the doctor have time for interviews; during business hours the doctor's waiting room is filled with patients. Therefore, the usual interview is of short duration, averaging four to five minutes. In this brief interval the doctor must be shown the books which have been released since the salesman's last visit, and such visits must uncover "fringe interests" which the doctor is harboring and on which the salesman has a publication. Because the prospectus is packed with just such information, it is easy for the salesman to cut the deadwood out of interview time, yet tell the story effectively.

## COMING SOON

How to Live with a Sales  
Manager's Job—and Like it!

★★★★

Leaderless Group Discussion  
for Training—What It Is,  
How It Works

★★★★

The Ideal Sales Manager—  
Seen through a Salesman's  
Eyes

★★★★

Watch for these articles in April  
and May issues of Sales Manage-  
ment!

EMENT

MARCH 15, 1952

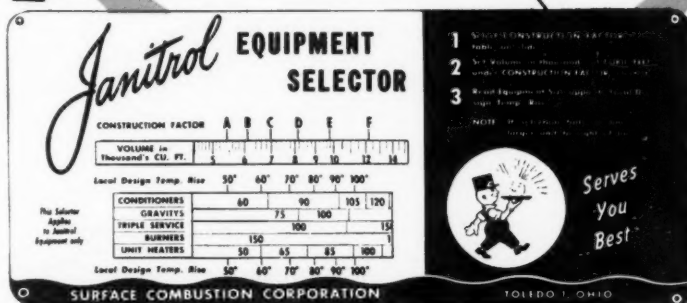
# PERRYGRAF Slide Charts

a proven way  
to make sales



4000 inquiries  
in 4 weeks for  
this Perrygraf selector!...

reports the  
Surface Combustion Corporation



### It's inquiries like these that make sales

Perrygraf Slide-Charts reach the men who use and specify products. They offer a quick, easy way to tell your prospect what he needs to know in order to buy your product or they can be made to outline details of product performance.

Perrygraf Sales-Charts are easy and simple to use. Just pull a slide or turn a disc and essential facts appear and unrelated data is screened out... they replace complicated cross referenced data

sheets, catalog pages and many other forms of product information and performance facts.

A Perrygraf Slide-Chart can be made to apply to your business or product. Write, telling us what you would like to have a slide-chart do for you and we'll advise without obligation, how it can be made and what it will cost. Try this proven way to make more sales.

WRITE FOR THIS NEW BOOKLET  
Hundreds of applications are illustrated.



# PERRYGRAF Slide Charts

Designers and Manufacturers

PERRYGRAF CORP.

1501 MADISON, MAYWOOD, ILL.

# Advertising

**MEDIA... AGENCIES... SERVICES**

## Industry's Planned Versus Actual Capital Expenditures Surveyed by McGraw-Hill

Does industry really spend as many dollars for plant expansion and new equipment each year as it has been reporting to McGraw-Hill Publishing Company's Department of Economics during the past half decade? Early each year since 1948, Mc-

Graw-Hill has been surveying business's plans for new plants and equipment (1952 survey—SM, Feb. 15, '52). Now the publishing company has related these plans to actual capital expenditures for those years.

With one exception, the total of



PROMOTED by George A. McDevitt Co.: John F. Skelly (left), manager, Philadelphia office, to vice-president; Francis P. McFadden (right) to vice-president and sales manager of the publishers representatives.

actual capital expenditures by industry as a whole has closely approximated the total of planned expenditures.

Actual expenditures by all industry were 6% lower than planned in 1948, 1% higher in 1949, and 5% lower in 1951. Actual spending in 1950 was 20% higher than the estimate; this was due to the unexpected Korean war and the beginning of the defense build-up.

The actual expenditures of manufacturing companies have departed more widely from planned expenditures than is the case for industry as a whole. In all manufacturing, actual 1948 spending was 17% above planned, 1949 spending was right on the nose, 1950 was up 28% — the Korean situation again — and 1951 spending was 5% below planned.

### Petroleum Close

Those individual industries coming closest to the plans they reported to McGraw-Hill are: petroleum, steel, other transportation and communication, food and textiles. These industries have never been more than 29% off in the four-year period, 1948-1951, and the average difference between anticipated and achieved expenditures has been about 10%. The railroad, auto and transportation equipment (largely aircraft) industries have proved the most volatile with the percentage of difference running as high as 60%.

These latter three are all in the transportation business and are all involved in big military as well as civilian programs. In addition, they all seem to follow the same general spending pattern, McGraw-Hill notes. In 1949 they all spent less than planned; in 1950, as might be expected, actual spending far exceeded planned; but in 1951 none could spend as much as planned. In 1952 there seems to be a break in the at-



"100 BEST POSTERS OF 1951" at the 20th National Competition and Exhibit of Outdoor Advertising Art have been selected from the largest number of entries ever submitted. Above are first three grand medal award winners for, respectively, National Biscuit Co.; Atlas Supply Co.; Coca-Cola Co. Basis for judging was (1) the value of the idea to create sales or to promote a cause and (2) excellence of design, composition, technique. Awards to be presented, Chicago, May 27.



# Again and Again... It's Station WMAQ that sells the Midwest Market

"Thanks to the consumer demand created by radio advertising, the majority of druggists in the WMAQ area found it highly advantageous to stock."



When Foley and Company decided to introduce their new cough-restraining product, FOLEY QUIT-ITS, in the Chicago and Midwest market, they naturally turned to Station WMAQ, master sales medium of the Middle West. A schedule of announcements was placed in the "Early Norman Ross" program, broadcast Mondays through Saturdays between 6:15 and 6:55 a.m.

*And again WMAQ produced as expected!*

Here is the report from Wendell Walker, account executive for Lauesen & Salomon, Foley and Company advertising agency:

*"We have been most gratified, during the introductory campaign for FOLEY QUIT-ITS, at the number of druggists and consumers who said they heard about them on the 'Early Norman Ross' show."*

*"No salesmen contacted druggists on behalf of FOLEY QUIT-ITS, either before or during the campaign. But thanks to the consumer demand created by radio advertising, the majority of the druggists in the WMAQ area found it highly advantageous to stock."*

Again and again advertisers find proof in their sales records that WMAQ is the sales medium which *delivers the buying audience*. Your WMAQ or NBC Spot salesman will be glad to give you the complete story.

Now  
Celebrating  
30 Years  
of Service

**NBC RADIO IN CHICAGO**

**WMAQ**  
CHICAGO

MARCH 15, 1952



JOHN H. HULTMAN is promoted from Eastern to national manager of the Trade Extension Division of *The American Weekly and Puck*.

tern. Autos plan to spend 2% less than in 1951, railroads 5% more and transportation 78% more. The latter may be due to the carryover of part of the aircraft program from 1951 to 1952. Anticipated spending for 1953-1955 falls off sharply in all three groups.

Plans for expenditures in the electric and gas utilities have been the most stable of all individual industries—never more than 10% off.

Plans were followed mostly in 1949 when industry spent only 1% more than reported to McGraw-Hill in December, 1948. Manufacturing concerns realized their original spending plans to the dollar. In the individual industries the average variance between actual and planned

spending was 11%, however.

As mentioned above, in 1950 all industry and all manufacturing actual capital spending shot way beyond that planned. The average variance was 28% in the individual industries.

The U. S. Department of Commerce, in its study, "Business Investment Programs and Their Realization," has analyzed the reasons businessmen give for the discrepancies between actual and anticipated expenditures. They have found that, "The most significant factors tending to increase planned expenditures were changes in the plant and equipment supply situation, changes in plant and equipment costs, competitive conditions, new products and the failure to report small capital outlays and items whose acquisition was regarded as uncertain." Where actual expenditures were lower than planned, the most important reasons were changes in the sales and earning outlook and changes in working capital requirements.

### Spot Radio Has Stature Of National Medium: BAB

More national and regional advertisers use Spot radio during a month than use any other medium, says Broadcasting Advertising Bureau in reporting results of its check on usage of radio on a Spot basis.



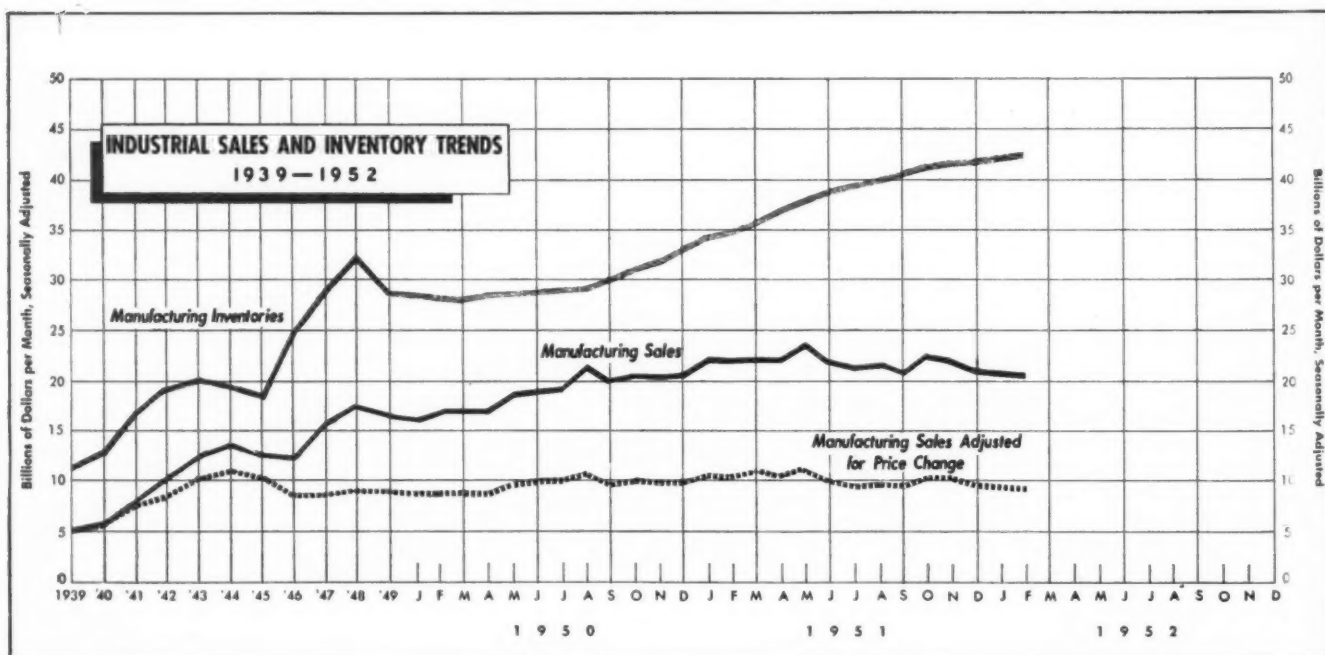
L. PARK BENJAMIN, who has served Hearst Publications for 22 years, has been appointed advertising manager of *Town & Country*.

The BAB survey, based on reports submitted by most of the major national radio station representatives, shows that over 1,100 national and regional accounts bought Spot radio during the month of January, 1952.

Prior to the BAB one-month check, relatively little was known about the number of accounts using Spot. No complete records are available on use of Spot radio by advertisers similar to those prepared for network and magazines by PIB, and for newspapers by Media Records.

Achieving the stature of a national medium of itself, national Spot's estimated 1951 billings were \$135,000,000 compared to billings of \$101,000,000 for National Outdoor.

No one, it seems, can agree on



Manufacturers' sales in February amounted to \$20.8 billion (seasonally adjusted), but in terms of 1939 wholesale prices for manufactured goods this would represent \$9.6 billion of shipments,

about double the 1939 level. Shipments have been declining for over three months now. Slackening in the rate of expansion of defense industries coincides with a continued decline in civilian lines.

which are the Top Ten accounts in national Spot, but, according to BAB, the following are certainly among the leaders: Best Foods, Block Drugs, Borden Co., Colgate-Palmolive-Peet, General Foods, Lever Bros., Procter and Gamble, Standard Brands, Vick Chemical, and Whitehall Pharmacal.

Food advertising is the largest single classification for Spot in terms of the number of accounts. There were 288 food advertisers using Spot in January. Second largest classification was drug and cosmetic products with 129 accounts active. Brewers ranked third—58 different beers were being promoted via Spot in January



**TAKING OFFICE** as official "Rhein" maiden of 1952, this year's Miss Rheingold is appearing in thousands of dealer windows via Einson-Freeman displays. She won the annual contest held by Liebman Breweries, Inc., in its heaviest balloting history — 12½ million votes.

—while soaps and cleaners classification had 51 active accounts.

Other strong classifications were automotive (virtually all automobile manufacturers were using Spot during January), religious (24 active accounts), telephone companies, petroleum marketers, animal feeds, airlines and railroads, confectionary, and tobacco.

Spot was selling a wide variety of products, however, during January with advertisers pushing such varied items as circuses, cutlery, stocks and bonds, windshield wipers, work clothes, fertilizers, tombstones, and records.

Demand for one-minutes is the strongest trend, according to leading Spot representatives, says BAB. Other trends: Morning time available is far less than that demanded



*His business paper ... of course*

No man who takes his job seriously takes his business paper lightly. The Best Informed Men in your Field read every issue . . . straight through. They can't afford not to. Who *can*, in these fast-moving times? New ideas, new products, new methods, new techniques crop up one-a-minute. You *need* the continuous touch with facts and news and "how-to" that only your business paper provides. The editors continuously scout the field for you; the advertisers report new products . . . new profit angles. Cover-to-cover reading makes *you* one of the Best Informed Men in your field, too.

Did you know this business paper is a member of the Associated Business Publications? It's a *paid-circulation* paper . . . which means the editors must keep their magazines well sold and well read. They meet other editors in clinics, conferences and courses . . . work to make a good paper better—to serve you in more ways. Your business paper is worth every minute you spend with it!

**NEXT ISSUE** the Best Informed Men in your Field will be reading . . .

### 7 Ways Executives Can Cut Their Personal Income Taxes

J. K. Lasser, the nation's top tax expert, spells out in an article written exclusively for Sales Management the best alternatives to take in order to come up with more net income.

**Coming March 15 in . . .  
Sales Management**



One of a series of advertisements prepared by THE ASSOCIATED BUSINESS PUBLICATIONS

MARCH 15, 1952



by advertisers. More programs are being bought this year than last.

Emphasizing that the BAB report on Spot is "no more than a preliminary peek at this much underpublicized medium," W. B. Ryan, BAB president, states:

"When 1,100 national and regional accounts are found using one medium in a single month, it is proof of the tremendous vitality of that medium.

"To our knowledge no other national medium has that many national and regional accounts active in a single month.



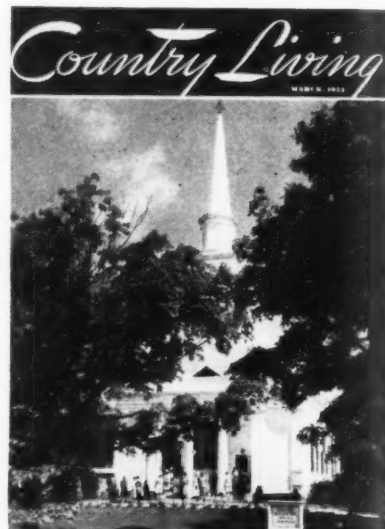
IN NEW POSTS: Vernon Brooks (right) is named associate business manager in charge of advertising, *New York World-Telegram and Sun*. Lewis S. Fidler (left) succeeds him as director of general advertising of the Scripps-Howard Newspapers.

"Spot radio has grown to five times its pre-war volume although so little is known about it that no one will attempt to estimate accurately who the Top Ten advertisers are and what their approximate billings are.

"During the next year—with the cooperation of stations and national representatives—we hope to widen the understanding of this phase of radio and to be able to report regularly on its dimensions."

## Country Gentleman Salutes Modern Farm Family with New Service Section

Farm families have more leisure time today and more income than ever before. Practical recognition of this progress in their living standards is made in the March issue of *Country Gentleman*.



COVER for new coverage of the farm family's stepped-up range of better-living interests. "Country Living" debuts in the March issue of *Country Gentleman*.

A major revision in the magazine's editorial content is the new section entitled "Country Living." Beginning immediately after the center spread and with its own four-color cover, this magazine-within-a-magazine is being edited for all members of the farm family—men, women and young people. According to editor Robert H. Reed, "It will deal with the farm family's entire range of better living interests—in the community and the world as well as those centered around the modern farm home."

"Country Living" is designed to cater to the expanding interests of

## Obviously OUTSTANDING...

**PEORIA'S OWN  
RAILROAD  
LINKS EAST  
AND WEST**



Toledo, Peoria and Western Railroad by-passes congested big-city terminals, providing a "time cushion" for freight schedules. Peoria's own railroad, the Prairie Marksman, is a shortcut between east and west and makes Peoria a "hub" of freight traffic.

## WMBD Dominates the Rich Peoria Area Market

WMBD is the "hub" of radio listening in all the Peoria area and provides the shortcut to direct sales results. WMBD's ability to sell goods and services to consumers in the Peoria market has been proven time after time.

IT'S SALES RESULTS THAT COUNT! Ask the people at Cohen Furniture Co., on the air with WMBD for twenty years. Ask the people at Maxon Inc., agency for Stag Beer who just renewed their class "A" half-hour for the third straight year. Ask your Free & Peters Colonel about WMBD . . . for 25 years First in the Heart of Illinois.

CHARLES C. CALEY, President and General Manager  
DON D. KYNASTON, Director of Sales

See Free & Peters



**PEORIA**  
CBS Affiliate  
5000 Watts

rural families. It will cover such subjects as home building and remodeling, home furnishing and equipment, interior decorating, gardening, outdoor living, recreation, travel, foods, fashions, beauty, handicrafts, family health, child care, and will have departments devoted to children, teenagers, rural youth organizations and rural women's clubs. The section will include, too, profiles of successful families, and articles on community projects, religion and inspirational topics. A shoppers' section will round out the section.

"Country Living" is retaining the features of "Country Gentlewoman" which has appeared in the magazine for 17 years.

### KBIG Launches "Floating Studio"

If you want to talk business with Southern California's newest radio station, KBIG, you may reach its staff at headquarters and main studio in Hollywood, at its transmitter and studios now building on Catalina Island, or aboard KBIG's 42-foot express cruiser, La Belle, which is plying the 22 miles of water between island and mainland. Equipped by John Poole Broadcasting Co. with Very High Frequency, La Belle can communicate with the mainland through long distance telephone operators.



TRAIL FROM TIMBER to finished materials of Rayonier, Inc., is dramatized in window of N. Y. Stock Exchange firm to promote sale of mutual fund shares by Natural Resources Fund, Inc., N. Y. C.

### Awards Promote Buying Via Industrial Distributors

Perhaps you've got an effective way of selling your customers about the advantages that accrue to them by buying through industrial distributors. One way of determining such

effectiveness is to submit advertising and promotional samples to an impartial board.

The first such opportunity has been created by the Joint Advertising Committee of the National and Southern Industrial Distributors' Association. According to C. McDonald England, Jr., chairman of the committee, a series of annual awards has been set up to mark "the beginning of a long-range program of education designed to bring about more appreciation of the real value of industrial distributors."

A total of 12 awards in six classifications will be announced May 19 at the Triple Industrial Supply Convention, Atlantic City, N. J. These will include entries on best direct mail efforts, best business paper advertising, manufacturers' catalogs, and house organs of manufacturers or manufacturers' associations — all addressed to users of products.

Official entry blanks are being handled by H. R. Rinehart, executive secretary, National Industrial Distributors' Association, 19th and Arch Streets, Philadelphia 3, Pa.

**Metropolitan**  
**PEORIA-**  
**250,000**  
**POPULATION**

**... A Major MARKET**  
**PEORIA JOURNAL STAR**  
**Daily Coverage 96% PLUS**  
**Ratio-to-Homes**

**Peoria is . . . . .**  
**51st in POPULATION\***  
**But**  
**10th in Per Capita INCOME\***  
**in 100M to 500M Pop. Group**

**"Best**  
**TEST MARKET**  
**in the Midwest,"**  
**... say Agency and**  
**Advertising Executives**  
**in Sales Mgm't Surveys.**

\*Sales Management 1951 Survey of Buying Power

Peoria is as far from Chicago or St. Louis as Baltimore is from New York City.

**PEORIA**  
*The Nation's Bright Spot*

**Journal Star**  
*Covers All Peoria Area*  
**Now 100,000 Daily CIRCULATION**

Ward-Griffith Co., Inc. National Representatives

## TECHNICAL SALES MANAGER Southern California

Old established Manufacturer of Technical Products sold through dealers and direct to large industrial accounts needs an aggressive Sales Manager with a proven record in directing National Sales, Sales Promotion, Advertising, Market Research and Sales Training.

Previous experience in directing sales of Petroleum, Electrical or Industrial Equipment or Instruments preferable.

Starting salary \$18,000 plus liberal bonus to man who qualifies. Please include complete resume of past experiences, earnings, education in first reply. Box 2846.

## Prospects Pay To Have You Sell Them!

Visitors to trade shows pay more than \$25 a day to be there and see what is being exhibited. These events must be mighty important to them to spend hard cash to see products and hear sales presentations. To cash in on these business events where buyers pay to be sold, see page 131 where the directory of all business events is explained.

(Advertisement)

## SALES EXECUTIVE AVAILABLE

Need additional strength on your sales management team? This assistant sales manager for a national manufacturer is seeking broader horizons and may fill that need. He has a rich background in sales management, administration and advertising. He initiates effective plans, promotions and controls. He gets maximum results from field and inside personnel. His aggressiveness is tempered by prudent judgment. He is a family man in his thirties. For specific details, write Box 2843.

Dynamic portion of creative power 33 years young; interested in public relations, product development or marketing in the New England area. Successful sales background in utilities, oil and publishing. Outstanding education. Present salary \$6500. Box No. 2844 Sales Management.

## ADVERTISING WRITER

Young man to promote sales of art calendars and other printed advertising for manufacturer. Assist editor of weekly house organ, eventually take charge this and other promotional work. Some experience in writing and selling advertising is desirable.

New Jersey. Box #2845

## NATION-WIDE FIELD SERVICE USEFUL TO ADVERTISERS AND EDITORS

Organization of 500 capable Photo-Reporters provides effective way to obtain on-location photos, case histories, stories, testimonials and releases.

For more information write or phone

SICKLES PHOTO-REPORTING SERVICE  
38 Park Place, Newark 2, N. J.

# Worth Writing for...

Booklets, Surveys, Market Analyses, Promotion Pieces  
and Other Literature Useful to Sales Executives

## Product Designers . . . What They Want to Know about Materials, Finishes, Components:

A guide to the development of effective printed product information, prepared by Sweet's Catalog Service, Division of F. W. Dodge Corp. It is a record of informal interviews with important men engaged in the design and development of a wide range of products, telling of their day-to-day problems in connection with their work on specific projects. It details where product designers need help, where their search for products begins, the kinds of product information they want, where they look for product information. Included is a detailed check list of information needed by product designers: producer, materials, components, services. Write to L. V. Brooks, Sales Manager, Sweet's Catalog Service, Division of F. W. Dodge Corp., 119 West 40th St., New York 18, N. Y.

## Measuring Sales to the Consumer in a Given Market:

An information folder on store audits which answers such questions as: What happens in a market when you increase advertising . . . increase or change sales effort . . . try a deal . . . try a coupon . . . try a premium . . . bring out a new product . . . change a product . . . bring out a new size . . . change packages . . . run head on into stiff competition? Write to Howard L. Benn, President, Gould, Gleiss & Benn, Inc., 17 W. Ontario St., Chicago, Ill.

## Businessman's Atlas of the U. S.:

Published by The George F. Cram Co., Inc., it includes 48 entirely new state maps which show trading centers in order of size and importance. There is first a completely detailed map of the state . . . then a simplified breakdown into three additional maps . . . showing county outlines

with populations . . . trading center town and city maps with only places of 1,000 or more population, and also a separate trunk highway map. Indexes accurately show locations and give 1950 official populations. Charge for the Atlas is \$17.50. It is offered on a 10-day free examination basis. Write to E. A. Peterson, President, The George F. Cram Co., Inc., 730 E. Washington St., Indianapolis 7, Ind.

## Minneapolis: Stand-out Sales Center:

Data compiled by *Minneapolis Star and Tribune*, which show that this city leads all cities of 500,000 or more as a sales center . . . with 8 out of 9 sales and income characteristics higher than population rank. It is 17th in population (524,700); 17th in food sales (\$133,636,000); 16th in total retail sales (\$721,097,000); 16th in furniture-household-radio sales (\$41,820,000); 16th in total net effective buying income (\$893,039,000); 16th in family effective buying income (\$5,177); 13th in general merchandise sales (\$152,341,000); 13th in drug sales (\$21,393,000); 13th in effective buying income per capita (\$1,702); 13th in automotive sales (\$157,509,000). Write to Otto A. Silha, Promotion Manager, *Minneapolis Star and Tribune*, Minneapolis, Minn.

**Tape Recording:** A booklet put out by Minnesota Mining & Manufacturing Co., which tells how tape recording has solved a variety of problems in record keeping, sales training, time and motion studies, communications, sales promotion, employee relations and educational programs. It also shows how tape can be edited, erased and reused, making high-quality recording possible without expensive equipment or technical experience. Write to Ronald L. Anderson, Minnesota Mining & Manufacturing Co., St. Paul 6, Minneapolis.



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# The Scratch Pad

BY T. HARRY THOMPSON

A star is born: "Sales Meetings," an SM quarterly supplement, got off to a flying start in mid-January. Happy landings!

Orchids to Ecoff & James, Philadelphia agency, for its deft definition of advertising: "The Showcase of Business."

Wonder if Queen Juliana's mother's brother ever talks to her like a Dutch uncle?

Nidification note: Southern birds could save themselves from building nests the hard way straw-by-straw. The tree-branches abound in Spanish moss, pre-fabricated, and in sizes to suit any feathered family.

Julian Rogers says there are probably a few ad agencies that would take a shine to a shoe-polish account.

I'd like to own a piece of Tolserol (Squibb), one of the commercial brands of mephenesin, the new anti-anxiety drug. In this neurotic age, I think I'd clean up.

While in the drug-department, I might say that it didn't take too much imagination to coin the name "Pertussin," since "pertussis" is the medical word for whooping-cough.

Idle query: Wonder if the I.C.S. has a training manual on manual training?

Tessie O'Paque says a chandelier is always in the upper brackets.

Suggested slogan: "She never said 'beans'—she said 'Campbell's.'"

My old friend Howard Taylor, ex-Ayerdale, gave Morton's Salt its famous slogan: "When it rains, it pours." Some time later, I twisted it for Luzianne Coffee: "When it pours, it reigns." Ho, hum!

Du Pont is out with a new fire-retardant for tent-cloth, dungarees used by welders, and other fabrics which should be flame-resistant. It's called "Erifon," and I couldn't figure the root till I spelled it backwards!

Incidentally, a Du Pont finish for one of the top motor-cars could be called: "Cadillacquer."

C. D. Davenport, s.m. of the farm-equipment division of Century Engineering, Cedar Rapids, was disappointed to find no room at The Skirvin, Oklahoma City, but he felt better after President Dan James wrote him: "It is awfully hard to say to you that we have no rooms available on February 5. This takes all the joy out of hotel-keeping, because it certainly does not cause you to think any more of us; but we are just absolutely filled to capacity. All we can say is we are sorry."

A Big Ben alarm can have a harrowing sound the morning after a big bender.

HIT-RUN: A successful play on Broadway.

A help-wanted 2-liner asks for a "Copy-Holder, older man, no physical labor." Yeah, but some copy is pretty heavy.

Some of the early Republican aspirants are already showing symptoms of Ike-fright.

If there's anything in a name, Monument Bedspreads should be as beautiful as polished granite and wear as well. By the same token, Quebec's Hotel Chantecler should be a good place to roost, and Old Forester Whisky should be aged in the wood.

Living in a ranch-type house has another advantage: You aren't bothered by second-story men.

PICCOLO: A babe in the woodwinds.

From where I sit, Armstrong's Linoleum is using the strongest possible sales-strategy in its color-page advertising: The old, reliable before-and-after technique.

Slogan for a TV set: "The picture of contentment."

TRAGEDIENNE: An exponent of perpetual emotion.

Cedric Adams attributes the origin of cigar-bands to the fact that green tobacco used to soil the gloves of Spanish ladies. Could be.

Suggested testimonial for a Plumb Hammer: "I'm Plumb-crazy!"

TOURIST-BUREAU: A sort of real-escape office.

J. R. Anderson says clocks are pictured at 18 minutes to 4 or 18 minutes past 8 because that position gives maximum space for a merchant's name or advertising blurb . . . a hangover from the days when every watchmaker had a big, wooden clock or watch swinging like a beer-sign out front. Henry Obermeyer concurs.

Mr. Anderson further reports a poultry farm in Greenwich, N. Y., owned by Hen Fryer. And Mr. Obermeyer says merchants *do* rip labels out of soft goods; encloses an ad of S. Klein to clinch the point.

CANASTA CONVERT: One who burns his bridge behind him.

The March hare was *really* mad as we went to press. Income-tax, of course.